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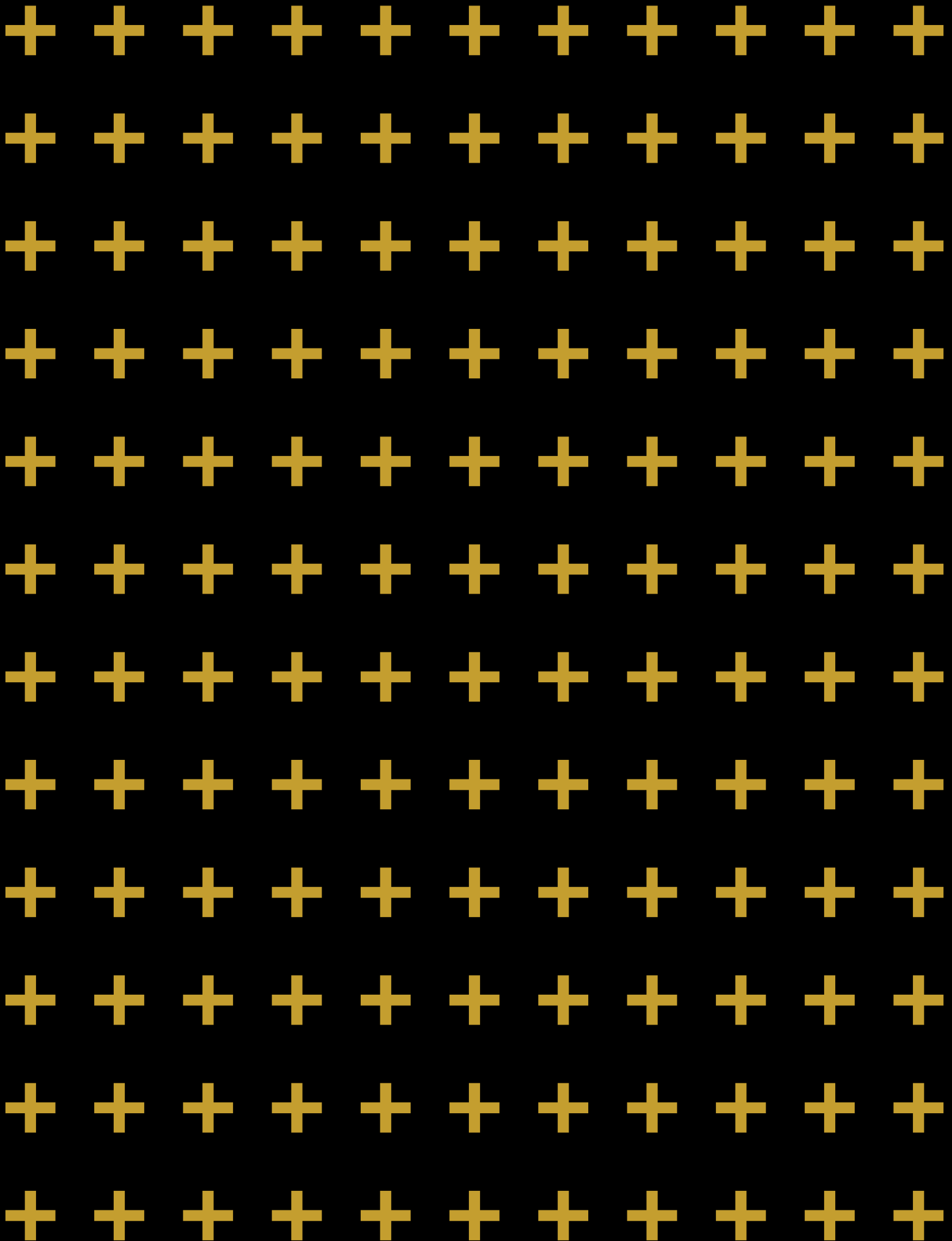
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## HOW TO USE THE 2022 GLOBAL CULTURE REPORT

More than ever, executive teams are focused on building workplace cultures that help their people and businesses adapt and thrive. We hope the insights in this report will inform and support your efforts as they have ours. To ensure you get the most out of them, here are a few suggestions.

First, highlight the findings that catch your attention and spark your thinking. Three points that will be hard to miss:

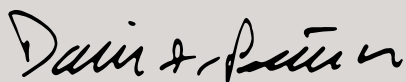
- Remote work worked during months of social distancing, but hybrid models provide better employee experiences
- Recognition is more than a “feel-good” exercise; we can now prove it impacts the strength of connection between employees
- Employee engagement is not the best metric to predict individual (or organizational) performance

Next, weigh the implications and discuss them with your team. Focus on two or three themes or insights that can help shape your HR and culture strategies for the coming year.

Then find the natural connection points between your strategies and your organization’s 2022 business plans. Try to integrate and align rather than adding new layers or more initiatives.

And finally, consider which insights could help you tap into the strength of your culture so your best people feel a sense of connectedness and belonging, and you’re better able to attract new teammates to join you in fulfilling the purpose of your organization.

As architects and nurturers of our cultures, let’s lean in to what each of us can do to make the evolving workplace a place where everyone can thrive.



Dave Petersen  
President & CEO  
O.C. Tanner



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## FOREWORD

Last year at this time, the world was rapidly changing before our eyes. People everywhere carved out socially distant routines that, for many, blurred the line between personal and professional life. Likewise, employers accepted new levels of flexibility and trusted that business could still get done. Amidst the tumult, organizations had an opportunity to co-create better cultures with their employees. Those who chose to seize it took steps to elevate the employee experience, align technology initiatives to culture, deepen their inclusion efforts, and transition leadership from outdated philosophies to modern, proven principles. HR became a hero on the field instead of a cheerleader on the sidelines.

Regrettably, many other organizations did not take the same steps. And to one degree or another, most companies continue to face tests that force them to question their futures: employees are resigning in droves, markets are wavering, and consumers are still wary—all as investors demand greater performance and higher returns.

No matter how tempting it may be to revert back to pre-pandemic modes of thinking and working, they have less to offer now. For organizations to be successful, their employees need to feel more uplifted and connected. Peak experiences need to happen more frequently. Recognition needs to be more personalized. Hybrid work models need support and fine tuning. And the metrics we use to define and predict success need a deep and dispassionate assessment. Simply put, we need to thoroughly rethink long-held beliefs about the employee experience and our approaches to building workplace culture.

To do this, the O.C. Tanner Institute assembled and analyzed the perspectives of over 38,000 employees, leaders, HR practitioners, and executives from 21 countries around the world. The results indicate that the Great Resignation is only beginning. The majority of employers have a long road to repair the damaged aspects of their workplace cultures and it will not be easy. However, there are also many reasons to be hopeful with excellent data and insights to pave the way.

This year we learned more than we expected to, and we're excited to share our findings with thousands of organizations to help millions of people thrive at work.

When normalcy left the building with millions of employees in March 2020, we all had a feeling it wouldn't be coming back. Now, a new landscape of work and business is emerging from the pandemic, and it has clearly, drastically changed. The days when employers seemed to hold all the cards, dictating working conditions and benefits, are gone. In many industries, employees now call more shots, insisting on flexible work environments and leaving jobs if necessary. But after a year and a half of remote or hybrid work and social distancing, the need for connection is nearly universal. Helping employees feel connected to purpose, accomplishment, and one another—no matter where or when they work—is more important than ever.

As we enter a post-pandemic era, the greatest challenges include creating meaningful employee experiences and connecting people across the organization. Generic, top-down programs for collaboration, recognition, and growth will no longer be effective, especially if employees work from various locations. Because the pandemic has affected employees in extremely different ways, personalizing the employee experience will be absolutely crucial to building inclusive cultures. Leaders will need to inspire great work in their people regardless of where it's done.

Now is the time to reimagine the workplace and ask a few big questions, such as: What purpose(s) should the physical office serve? How do we create a workplace culture in this new environment where employees can thrive? And how will employees work with one another, interact with their leaders, and feel appreciated?

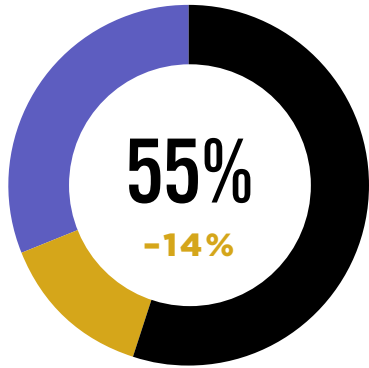
Organizations today have the opportunity to refresh their cultures—to exceed the best of their old normal, evolve their employee experiences, and focus on what will truly drive business results.

Let the rethinking begin.

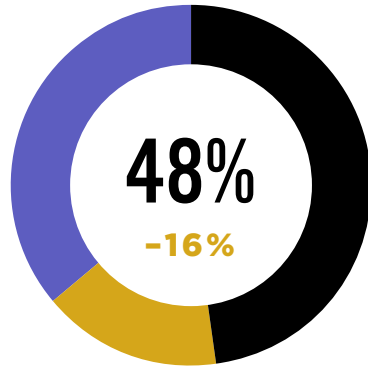
### **CHANGES IN TALENT MAGNET™ AREAS**

Each year we measure changes in the six core elements of workplace culture that together determine employee decisions to join, engage with, and remain at any place of work. We call them Talent Magnets because of their power to attract and connect people to their teams and organizations:

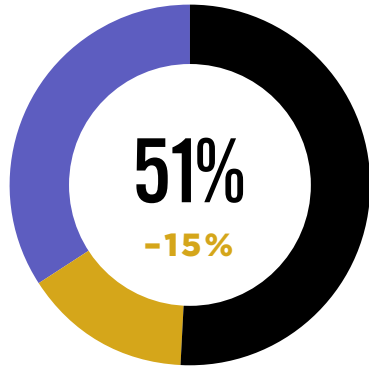




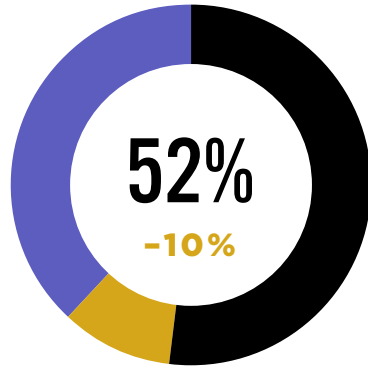
**EMPLOYEE SENSE OF PURPOSE**



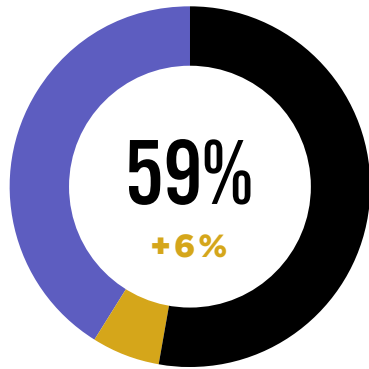
**EMPLOYEE SENSE OF OPPORTUNITY**



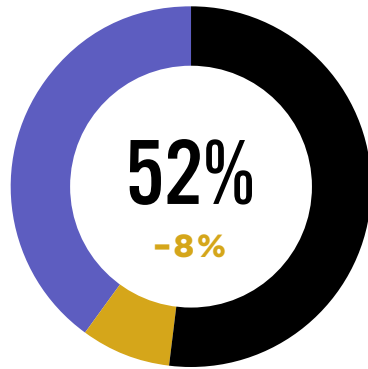
**EMPLOYEE SENSE OF SUCCESS**



**EMPLOYEE SENSE OF APPRECIATION**



**EMPLOYEE SENSE OF WELLBEING**



**EMPLOYEE SENSE OF LEADERSHIP**

**Figure 1. ALMOST ALL TALENT MAGNET™ SCORES FELL YEAR OVER YEAR**  
Current state of six essential elements that define thriving cultures.

YEAR-OVER-YEAR CHANGE

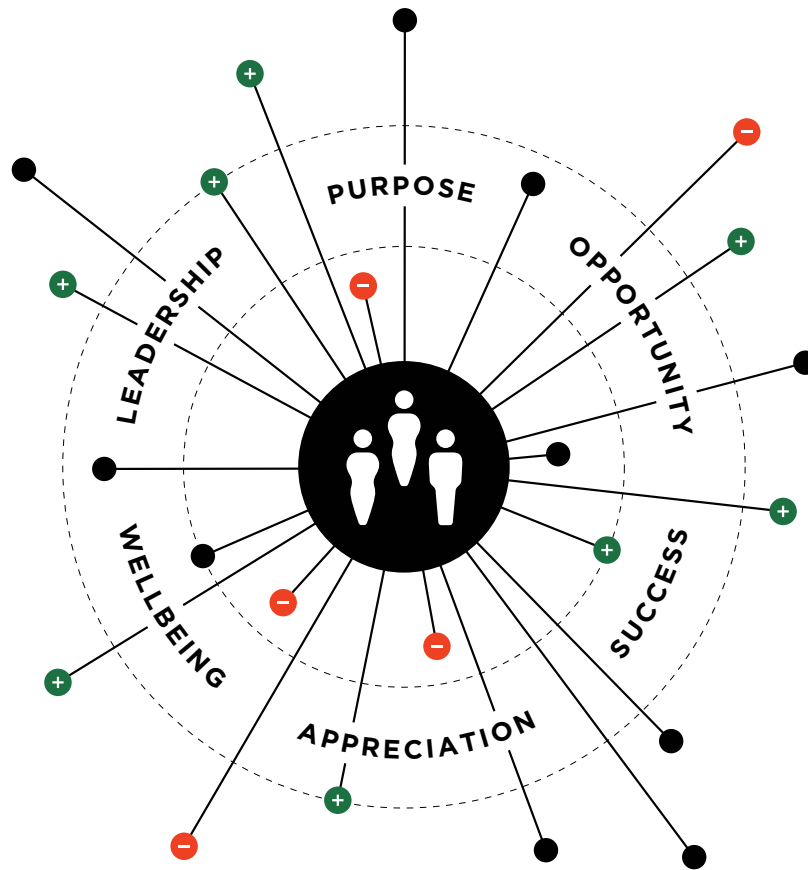


Figure 2. THE TALENT MAGNETS™  
Six essential elements that define thriving cultures.

## 1. Purpose

An organization's reason for being besides profits. It's the difference it makes in the world, why the company exists. Employees need to feel connected to the purpose and understand how their job contributes to it. Once they do, their work takes on meaning. Organizations should clearly articulate the connection between work and purpose.

## **2. Opportunity**

The chance to develop new skills, contribute to meaningful work, feel challenged, have a voice, and grow. Opportunity is more than the lure of promotions and pay increases. It's about preparing and empowering employees to make decisions, inviting them to the table, and offering them projects that will expand their skills and relationships.

## **3. Success**

The thrill of accomplishment, innovation, breaking barriers, playing on a winning team, and experiencing victories. Employees must find success at the individual, team, and organizational levels, and their success should be nurtured and publicly celebrated.

## **4. Appreciation**

Feeling valued for one's contributions and being recognized for one's worth. Appreciation is essential to employees—people need to know their leaders and peers notice and are grateful for their efforts and contributions. Appreciation is most effective when it's delivered in timely, personal, and meaningful ways.

## **5. Wellbeing**

Caring about the employee as a whole—their physical, emotional, social, and financial health. Wellbeing ensures employees can be their strongest, most capable, most authentic selves at work. A comprehensive approach to wellbeing requires leaders to create an environment of inclusivity, work/life integration, and connection.

## 6. Leadership

The mentoring, coaching, inspiring, and facilitating that allow individuals, teams, and, ultimately, the organization to succeed. Great leaders co-create a shared purpose for their teams and empower their employees to do great work. As the most influential of the six Talent Magnets, leadership cultivates the other five.

**“Too many are asking whether we will go back to normal. To me, the problematic word is ‘back.’ There is no going back to pre-Covid times. There is only forward—to a new and uncertain future that is currently presenting us with an opportunity for thoughtful design.”**

**—AMY C. EDMONDSON, AUTHOR AND NOVARTIS PROFESSOR OF LEADERSHIP, HARVARD BUSINESS SCHOOL**



**AVERAGE ENGAGEMENT SCORE  
IS DOWN 18 PERCENTAGE POINTS  
FROM THE PREVIOUS YEAR**

## **CHALLENGES ORGANIZATIONS WILL FACE**

Our research identifies five main challenges to building culture in the new workplace. Carefully considering each of these endeavors will help organizations prepare and succeed as they move out of crisis and start refining or rebuilding cultures where employees can thrive for years to come.

### **1. Adapting to a hybrid model of work.**

Much of the new workplace is undoubtedly hybrid. Organizations that refuse to allow at least some remote work will watch talent walk out the door. How can workplaces adjust to this new model? And what does a hybrid environment mean for things that are typically done in-person such as collaboration, leadership development, and connection?

### **2. Creating new, meaningful employee experiences.**

Whether employees are returning to the office, staying remote for the long-term, or have worked in the office throughout the pandemic, their employee experiences have changed. Which of those experiences should stay, and which should continue to evolve? How can organizations create peak and other positive experiences that meet employee needs whether they're physically in the office or elsewhere?

### **3. Improving employee interaction, recognition, and development.**

Before the pandemic, these important aspects of the employee experience typically took place face-to-face for almost everyone. But how should they look now? How can employers help employees feel seen and valued, and how can they leverage specific experiences to strengthen connection?

#### **4. Keeping people connected in changing times.**

As we've all seen and felt, Zoom calls and Slack channels do not always adequately replace in-person interactions. The myriad technologies that help us stay in contact are also contributing to employee burnout. Organizations must rethink how they use such technology and be more intentional about creating opportunities to connect people to purpose, accomplishment, and one another.

#### **5. Focusing on what impacts business outcomes.**

Employee engagement has been the dominant metric for the past decade. But organizations are beginning to question its true value, and the pandemic has made managing for it more difficult than ever. Does engagement directly translate into better business outcomes? Or does focusing on the work itself better predict results?

As you contemplate our 2022 Global Culture Report, please note there's no single solution for every organization. Just as you'll see how employee experiences must be personalized to the individual, culture is also unique to every company. However, organizations still have an excellent opportunity to renew and redefine their workplace cultures. By rethinking different parts of the employee experience, companies can create stronger cultures that drive business success, even as the workplace continues to evolve.

# Hybrid Workplace





The future of work is a combination of workplaces.



41%

**INCREASED LIKELIHOOD OF ENGAGEMENT  
WHEN HYBRID WORKERS HAVE FLEXIBILITY IN  
WHERE AND HOW THEY WORK**

Employers and employees are navigating uncharted waters where the rules for how and where work gets done are still taking shape. Hybrid work models that let people spend some of their time outside the office provide several advantages. For example, we can now align work experiences, locations, and individual preferences to the work itself. Collaborative and independent tasks can both be more productive. And, ultimately, we can exchange a rigid approach (that many would argue is obsolete) for flexible, co-created solutions that better enable employees to thrive. To be sure, hybrid work is a work in progress, but it is also a new benchmark in personalization that greatly improves employee experiences.

## **INTRODUCTION**

In organizations around the world, work is becoming more flexible, personalized, and fluid than ever.

The Covid-19 pandemic forced many employers to set aside fears about remote work. Productivity remained strong while many employees worked independently from home, and most of them appreciated new flexibility and autonomy. But employees also missed many aspects of being in the office, such as in-person collaboration, social interaction, and spontaneous encounters. While technology can facilitate some of these moments, it simply cannot replace the in-person work experience that's instrumental in shaping workplace culture—the shared times that connect people, teams, and organizations.

Enter the hybrid work model.

Employees want the best of both worlds: 73% prefer the option to keep working remotely, while 67% also want more in-person interactions with their colleagues.<sup>1</sup> And bosses are generally in sync. Nearly 68% of executives in the US believe employees should be in the office at least three days per week, and only 30% are worried about the effects of a hybrid model on their workplace culture.<sup>2</sup>

The hybrid workplace provides much of the balance and flexibility employees enjoyed for over a year, as well as the social interaction they missed. It's a viable alternative that still meets the requirements of safety, efficiency, versatility, and connection. That said, organizations need to examine its impact on the employee experience. How will they allow flexibility in a hybrid model while meeting the unique needs and expectations of hybrid employees? How and where will people work, and how can leaders best support their hybrid workers?

It's time to rethink the future of the employee experience and how to build an organizational culture to support it. The hybrid workplace cannot be a one-size-fits-all approach; it requires adaptability from both the employee and the employer. For this new model to be successful, organizations must create space—both physical and virtual—to connect people to purpose, accomplishment, and one another.

**“Success in a hybrid work environment requires employers to move beyond viewing remote or hybrid environments as a temporary or short-term strategy and to treat it as an opportunity.”**

**—GEORGE PENN, VICE PRESIDENT AND  
HR PRACTICE ADVISORY, GARTNER**

## **FOUR KEY ASPECTS OF EFFECTIVE HYBRID EXPERIENCES**

Hybrid workers have different needs and expectations of their employee experience than fully remote or fully in-person employees. Organizations need to rethink how they engage with, set goals for, and interact with hybrid workers.

**Our research found several crucial elements of successful hybrid employee experiences. The table below shows what percentage of employees surveyed identified each factor as important:**

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<b>68%</b>	<b>Career development program</b>
<b>65%</b>	<b>Flexibility to choose the number of days worked remotely</b>
<b>64%</b>	<b>Flexible workspace in the office</b>
<b>65%</b>	<b>Clear expectations for availability when working remotely</b>
<b>58%</b>	<b>Opportunities for in-person social connection with coworkers</b>

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### **Career development**

A major challenge for hybrid workers is learning about and seizing opportunities for growth and development when they're physically distanced from their leaders. The fewer days each week employees are in the office, the less they (and their work) may be seen by leaders and people with influence, and the more difficult it may be to build important relationships. Consequently, they may be overlooked for important meetings or new assignments. And, at times, it may also be harder for leaders to recognize and celebrate the achievements of employees who are working remotely.

To address this challenge, organizations must intentionally bridge the gap and reimagine how they provide growth opportunities for hybrid workers. Those that prioritize career development for hybrid workers see increased likelihood of employee engagement (+115%), sense of opportunity (+167%), and sense of success (+152%).

Organizations can help hybrid workers develop their careers by providing opportunities to grow in specific areas, learn and practice new skills in their current roles, and work on special projects. And, for those organizations that do, the probability of increased engagement is 3.7x higher.

**Giving employees various opportunities in a hybrid work environment has a significant impact on the probability of increasing several cultural outcomes:**

<b>OPPORTUNITIES</b>	<b>ENGAGEMENT</b>	<b>eNPS</b>	<b>SENSE OF PURPOSE</b>
<b>Career development</b>	<b>+83%</b>	<b>+109%</b>	<b>+103%</b>
<b>Expand learning in current role</b>	<b>+79%</b>	<b>+34%</b>	<b>+72%</b>
<b>Work on special projects</b>	<b>+60%</b>	<b>+51%</b>	<b>+30%</b>

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From formal career development programs to informal efforts like mentoring and networking, organizations must have a robust strategy that integrates multiple opportunities for development. Physical office space and remote work technologies can both provide meaningful development experiences to help hybrid workers feel connected to their organization’s culture.



**CASE STUDY—DEVELOPING EMPLOYEES FROM AFAR**

GE uses a coaching app that replaces their traditional performance management system. The app provides real-time feedback to employees and allows managers to schedule touch points throughout the year to mentor employees and help them develop. It also holds managers accountable for connecting with their people.

The app ensures that no matter where employees are—in the office or working from home—they have access to feedback, development opportunities, and mentorship.<sup>3</sup>



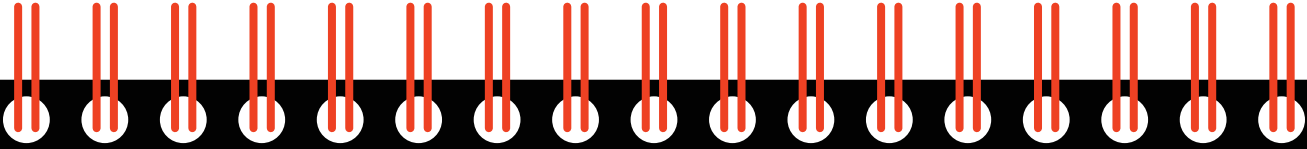
## **Flexibility**

During the pandemic, many employees enjoyed a freedom and autonomy they did not have before, and many of them now expect that same level of independence in their future work experience.

Our research shows 42% of hybrid employees currently work 3–4 days a week in the office and feel that three days per week is ideal because it allows enough time to meaningfully connect with their teams and organizational culture. Other studies show nearly half of employees would look for another job if their employer did not offer a flexible, hybrid workplace.<sup>4</sup>

**“Flexibility can mean different things to each of us, and we recognize there is no one-size-fits-all solution given the variety of roles, work requirements, and business needs we have.”**

**—KATHLEEN HOGAN, CHIEF PEOPLE OFFICER, MICROSOFT**



**When employees have  
schedule and location flexibility  
at work, the probability of cultural  
outcomes increase:**

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**41%**

**Engagement**

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**77%**

**Retention**

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**41%**

**Likelihood to be  
a Promoter on  
the eNPS scale**

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Flexibility also applies to the nature or type of work. In our research with knowledge workers, about half of employees feel their typical tasks are as easy (or as difficult) to do at home as in the office. But the other 50% of employees say tasks that require focus, like creative thinking, or have a firm deadline were easier to do at home, while connecting, collaborating, problem solving, and career development were easier in the office:

<b>TASKS</b>	<b>HARDER AT HOME</b>	<b>EASIER AT HOME</b>
<b>Think creatively</b>		<b>X</b>
<b>Meet deadlines</b>		<b>X</b>
<b>Collaborate with colleagues</b>	<b>X</b>	
<b>Advance my career</b>	<b>X</b>	
<b>Communicate with colleagues and leaders</b>	<b>X</b>	
<b>Troubleshoot and resolve problems</b>	<b>X</b>	
<b>Make personal connections with colleagues</b>	<b>X</b>	
<b>Stay informed on what other teams are working on</b>	<b>X</b>	
<b>Ensure all team members have a voice in decisions</b>	<b>X</b>	

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Emphasizing the types of work best done in each place can help employees thrive in a hybrid work environment. Meetings and brainstorming sessions, for example, are ideally conducted in-person when employees are in the office together. Likewise, tasks that require concentration or speed might be better to do at home. Career development, a top priority for hybrid workers, should be done in the office where employees are collaborating with colleagues and staying informed. To get the most out of the hybrid workplace, employees should dedicate their time in each environment to the tasks most effectively done there.

### **Clear expectations**

Employees who are new to a remote or hybrid work model often have difficulty setting boundaries between their work and home life. By default, many employees will keep working well after regular office hours, answering emails or finishing projects at night, even if it's not requested or expected. Not surprisingly, this tendency leads to high levels of burnout.

### **When employees struggle to separate their work and home life, our research finds:**

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**-33% Likelihood of increased engagement**

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**+12% Probability of taking more days off to avoid work**

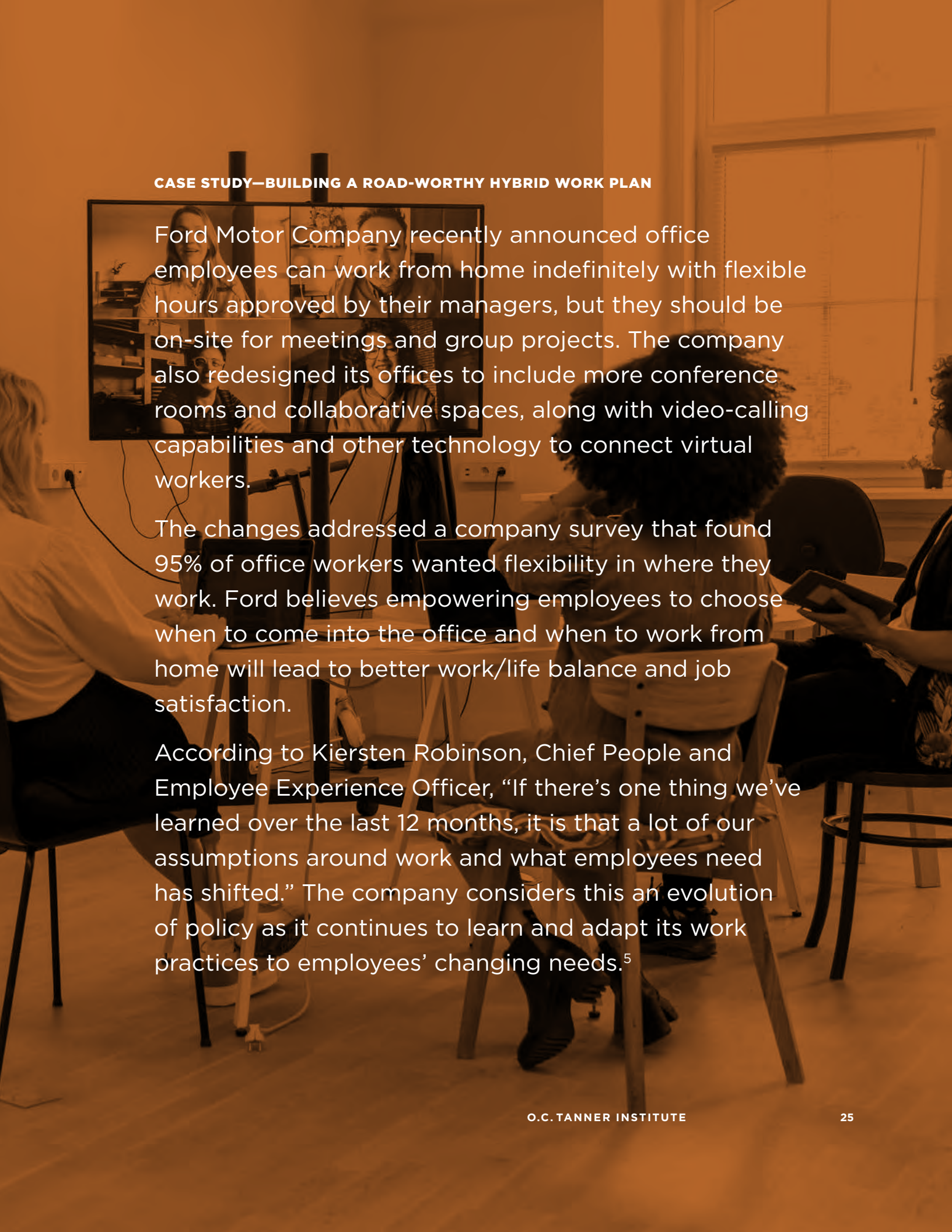
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**+11% Employee self-assessments of burnout**

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## CASE STUDY—BUILDING A ROAD-WORTHY HYBRID WORK PLAN



Ford Motor Company recently announced office employees can work from home indefinitely with flexible hours approved by their managers, but they should be on-site for meetings and group projects. The company also redesigned its offices to include more conference rooms and collaborative spaces, along with video-calling capabilities and other technology to connect virtual workers.

The changes addressed a company survey that found 95% of office workers wanted flexibility in where they work. Ford believes empowering employees to choose when to come into the office and when to work from home will lead to better work/life balance and job satisfaction.

According to Kiersten Robinson, Chief People and Employee Experience Officer, “If there’s one thing we’ve learned over the last 12 months, it is that a lot of our assumptions around work and what employees need has shifted.” The company considers this an evolution of policy as it continues to learn and adapt its work practices to employees’ changing needs.<sup>5</sup>

Leaders and employees should together determine remote work hours, as well as expectations for working after hours and weekends. Being clear about what work gets done in the office versus at home, along with providing ongoing communication and feedback, can also help prevent burnout. By setting expectations for work hours and availability, the probability of high engagement increases 96%, leadership scores jump 121%, and wellbeing improves 52%.

### **Opportunity for connection**

Connection is crucial for hybrid employees, especially during the times they're not in the office. Connecting with colleagues and reconnecting with the organization and its purpose are the top reasons employees want to return to the office,<sup>6</sup> and employees are eager to resume those in-person interactions.

However, it's a mistake to assume employees will find ways to build those connections on their own—especially virtually. Organizations need to create opportunities for hybrid workers to feel connected both at home and in the office. Providing more physical space for collaboration, social interaction, and meetings can make a significant difference, as can setting aside time for employees to network and gather socially.

**When organizations provide opportunities for employees to get to know each other personally at work, there's a significant impact:**

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**+2.5x odds of increased engagement**

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**+2x odds of increased retention**

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**+2x odds of increased employee experience scores**

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**+3.5x odds of increased inclusion scores**

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**2022 GLOBAL CULTURE STUDY, O.C. TANNER INSTITUTE**

On days employees work remotely, calls where employees can connect with their teams either on a project or socially are equally important. Leaders should check in on the days employees work from home, and organizations should provide tools to connect; however, both should be respectful of employees' time. Less intrusive methods, such as email, to share information or recognize great work help employees stay connected to each other's work. Recognition, in particular, is a powerful way to help employees feel connected to the organization's purpose, their accomplishments, and their peers. And, in most cases, leaders can still give appropriate recognition and celebrate remotely.





**CASE STUDY—SUPPORTING HYBRID WORKERS HOLISTICALLY**

IBM has a “Work from Home Pledge” that details how employees can be supportive of one another as they work remotely. This includes supporting work/life balance, allowing time away from work to spend with family, and connecting with each other virtually. IBM employees also create their own sign-ups to help colleagues pick up groceries for elderly family members or even read stories to kids at night.

The fact that employees organize these initiatives themselves reflects IBM’s culture of inclusion and employee ownership, and it sets the foundation to support remote workers and hybrid employees moving forward.<sup>7</sup>



## THE OFFICE AS THE CULTURAL INCUBATOR

Corporate offices remain the center of interactions fundamental to the development of workplace culture: collaboration, innovation, and connection. And organizations should provide space for these in-person experiences to build strong cultures that will sustain hybrid workers when they work remotely.

### Impact of in-person office experiences on cultural outcomes:

	ENGAGEMENT	INCLUSION	LIKELIHOOD TO PROMOTE ORGANIZATION
Provide space to meet with clients	+37%	+25%	+54%
Enable effective collaboration with clients	+27%	+17%	+65%
Increase employee productivity	+35%	NSS*	+38%
Increase employee social connectivity	+42%	NSS*	+37%
Foster company culture	+52%	+32%	+73%
Enable effective training and career development	+42%	+28%	+33%

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\*Not statistically significant

It's also now more important to define the purpose(s) of office space. Why should employees come into the office? How will it help them accomplish or improve their work? How will it promote connection and culture? While employers say the number one purpose of an office is to increase productivity, employees say it's to enable collaboration.<sup>8</sup> Organizations have a crucial opportunity to rethink workspaces and employee experiences and redesign them around clear goals for their people and cultures.

While the office becomes the place to improve interactions and socializing, employees' workspaces at home need to be conducive to concentration, creative thinking, and efficiency. Organizations can continue to build culture by providing tools and technology that enable communication, collaboration, and connection remotely.

Shared experiences, interactions, stories, and memories are the heart of organizational culture. These can take place in a variety of locations, but regardless of where they happen, it's imperative for organizations to create a shared identity and a sense of belonging for every employee.

**“Once companies identify the purpose of the office, they will likely need to redesign the space to best serve that purpose. Thus, in most cases, employees won’t be asked to return to the traditional workplace, but one that has been redesigned to suit post-pandemic work.”**

**—BRADFORD BELL, DIRECTOR OF THE CORNELL CENTER FOR  
ADVANCED HR STUDIES, CORNELL UNIVERSITY**

## RECOMMENDATIONS

To create a culture where employees can be productive and thrive in a hybrid workplace, organizations must meet employee needs for career development, flexibility, and connection.

### 1 Create space for interaction and career development in the office

Offices should enable a variety of interactions. Employees report that their ideal workspace would have more open areas for team and collaborative work. Open spaces also encourage movement and spontaneous interaction, facilitating the chance encounters with colleagues that 70% of respondents say they value. These types of encounters have a positive impact on the individual and foster collaboration and innovation that benefit the organization as a whole. Our research shows 61% of employees say the workplace is where they form most new friendships and that their social group at work inspires them to do their best work.



## CASE STUDY—DESIGNING FOR PERSONAL ENCOUNTERS

The Melbourne office of the design firm, Arup, encourages collaboration and connection by promoting movement. The company has few closed personal offices and opens up space with sightlines across the building that allow employees to see each other. In addition, cork flooring muffles ambient noise so people can converse more easily.

The space has created “all important moments of serendipitous encounters,” says Arup’s Global People and Culture Leader, Jenni Emery. “We need these encounters with each other, and the quality of the space is crucial to how we listen and how we learn. We had to be really intentional and considered.”

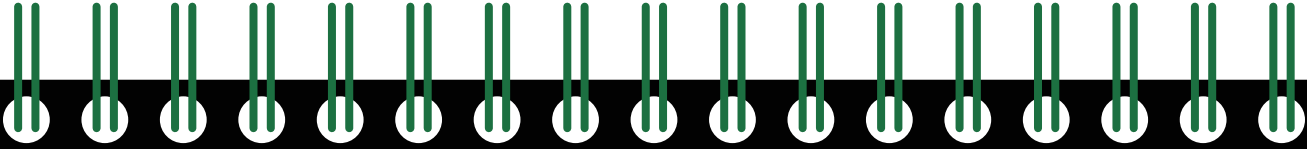
Design Leader Joseph Correnza believes limiting personal space to allow for more shared space, having teams meet in the open to generate buzz, and rearranging seating often so employees can meet new people are easy, low-cost ways to create collaboration and connection in the workplace.<sup>9</sup>

Prioritize career development in the office by giving employees the opportunity to work on special projects that interest them. Hold in-person networking and mentorship activities. Give employees visibility and access to other leaders and teams. Provide hands-on job training so they can grow in their roles. Introduce them to influential people and projects. Help them use their time in the office to expand their connections.

## **2 Provide flexibility, time, and tools for office and remote work**

Allow employees some discretion in when they come to the office and when they work from home. Also, recommend reserving remote time for getting work done after collaborating and solving problems in the office. Clarify working hours and set expectations for availability when remote, and then give employees time to focus and finish projects without disruption.

To keep employees connected outside the office, leverage tools and technology for collaboration, communication, recognition, and training. Keep remote experiences top of mind as you adopt new technology to stay connected. Tools should be easy to access and use so they don't compromise experiences, particularly when employees are focused on getting work done.



**Organizations that implement and use technology with their people in mind see increases in the probability of improvement across multiple cultural metrics:**

---

**+3x**

**Employee  
experience**

---

**+7x**

**Engagement**

---

**+2x**

**Wellbeing**

---

**+5x**

**Feelings of success  
and opportunity**

---

### 3 Connect and inspire employees with recognition

Recognition can be a powerful tool in the hybrid workplace, especially if it connects employees to purpose, accomplishment, and one another. It aligns people with important goals, helps them see their roles in the organization's success, and strengthens teams and culture.

**When recognition is an integrated part an organization's culture and the organization continually implements new programs and tools to recognize great work, the probability of several key outcomes increases:**

---

**+173% Engagement**

---

**+114% Sense of purpose**

---

**+151% Feelings of success**

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The more types of recognition an organization incorporates, the better the cultural and business outcomes for hybrid employees. Companies should, at a minimum, recognize everyday effort, above-and-beyond work, and years of service.



**Impact of recognition programs on hybrid employees:**

	<b>SERVICE AWARDS</b>	<b>SERVICE AWARDS + ABOVE-AND-BEYOND RECOGNITION</b>	<b>SERVICE AWARDS + ABOVE-AND-BEYOND RECOGNITION + EVERYDAY-EFFORT RECOGNITION</b>
<b>Engagement</b>	<b>+52%</b>	<b>+126%</b>	<b>+217%</b>
<b>Inclusion</b>	<b>+18%</b>	<b>+153%</b>	<b>+201%</b>
<b>Purpose</b>	<b>+10%</b>	<b>+74%</b>	<b>+121%</b>
<b>Opportunity</b>	<b>+59%</b>	<b>+173%</b>	<b>+254%</b>
<b>Success</b>	<b>+67%</b>	<b>+204%</b>	<b>+289%</b>
<b>Appreciation</b>	<b>+19%</b>	<b>+206%</b>	<b>+262%</b>
<b>Wellbeing</b>	<b>+11%</b>	<b>+45%</b>	<b>+48%</b>
<b>Leadership</b>	<b>+38%</b>	<b>+117%</b>	<b>+166%</b>

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*Note: Each column represents a program or combination of programs and reflects the impact of that recognition strategy on the probability of an outcome for hybrid workers.*

## HYBRID WORKPLACE—KEY TAKEAWAYS

Flexibility, career development, and connection help hybrid workers thrive.

Work that requires collaboration or interaction with others is best done in the office, while work that requires concentration is more productive and efficient at home.

Rethink the role of office spaces and, if necessary, create more space for in-person interaction.

Hybrid employees need time to focus and tools to connect when working remotely.

### Hybrid Workplace Sources

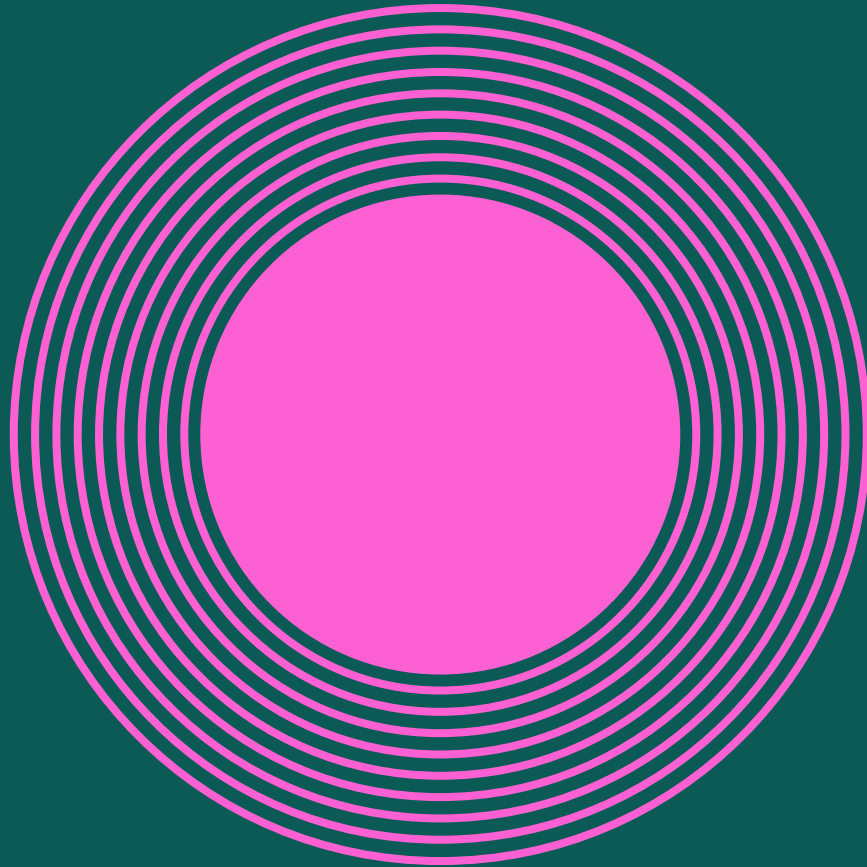
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# Engagement Revisited



If the goal is business success, there's a better approach than employee engagement.





**109%**

**INCREASED PROBABILITY OF ORGANIZATIONAL  
GROWTH WHEN GREAT WORK IS HAPPENING**

How does your organization define employee engagement? Is it personal motivation? Discretionary effort? Some kind of enthusiasm? For over two decades, organizations have focused on improving this vague metric that's rife with conflicting meanings (and without much to show for it). The truth is that engagement—by nearly any definition—does not reliably indicate the future performance of either individuals or businesses. It's also highly associated with the employee's disposition, which makes it even more complex and less helpful. As our latest research shows, work output is a better metric than worker sentiment, and increasing it yields far greater individual, team, and organizational results.

## **INTRODUCTION**

Is employee engagement still a valuable metric? Scarier yet, was it ever?

Despite the billions of dollars organizations have invested to “drive” engagement, the best assessments of this fundamental concept haven’t shown much improvement. Over the past 18 years, engagement (as tracked by Gallup) increased from 26% to 34%, an average of less than half a point each year.<sup>1</sup> Shouldn’t organizations have more to show for all the time and resources spent on increasing this metric?

Skepticism is growing about the utility of measuring engagement. While it can gauge employee perception, it doesn’t reveal causation or accurately predict job performance.<sup>2</sup>

It’s time organizations rethink whether tracking engagement is the most effective way to improve business results. Our data suggest there’s a far better factor and predictor of success. It’s called great work.



## **ENGAGEMENT IS NOT A MEASURE OF ACTUAL WORK**

Ask four different people at any organization what engagement means and you're likely to get four different answers. Senior leaders in our most recent study define it as a measure of optional effort. Some HR leaders were almost cynical, one of them calling it a "KPI of employee effort that senior leaders care about." People leaders felt engagement was indicative of how much employees cared about their work. And, finally, employees said it was about how the work was done.

**“Employee engagement is about the connection employees have with their work. Highly engaged employees do their work not just because they are paid, but because they care about doing a good job.”**

**—PEOPLE LEADER, FOCUS GROUP PARTICIPANT**

#### CASE STUDY—ENGAGEMENT DOES NOT EQUAL PRODUCTIVITY

Microsoft looked at data for two companies to see if high engagement predicted more productivity. Using average weekly working hours, it found a strong correlation between engagement scores and longer working hours at the first company, which believed highly engaged employees chose to work longer hours. However, when Microsoft looked at employees who worked extremely long hours (those in the 90th percentile), engagement scores dropped.

At the second company, the analysis found 25% of employees were highly engaged but had a relatively low number of working hours, and 22% worked long hours but scored low in engagement.

According to Ryan Fuller, Workplace Analytics Lead, and Nina Shikaloff, Principal Project Manager at Microsoft, “Most people agree that a highly engaged workforce is a good thing, but companies need to be thoughtful about what their engagement scores are actually measuring—which can be quite variable.”<sup>3</sup>

Even engagement experts have contrasting views. Gallup defines engagement as “those who are involved in, enthusiastic about, and committed to their work and workplace,”<sup>4</sup> while Willis Towers Watson describes it as “employees’ attachment to the company and willingness to give discretionary effort.”<sup>5</sup>

Almost everyone agrees that engagement is a measure of intangibles like motivation, commitment, and energy. But it’s not a measure of actual work that comes as a result of those feelings. The work itself—quality, quantity, efficiency—is what matters. Being engaged does not mean an employee is converting good feelings or energy into great work.

And, if no universally accepted definition of engagement exists, how do you improve it?

### **A BETTER MEANS TO THE SAME END**

Organizations should be more focused on nurturing and achieving great work, rather than increasing engagement, because great work directly leads to better business results and provides organizations with more actionable strategies for improvement.

Previous research from the O.C. Tanner Institute uncovered five behaviors that employees who consistently do great work demonstrate:<sup>6</sup>

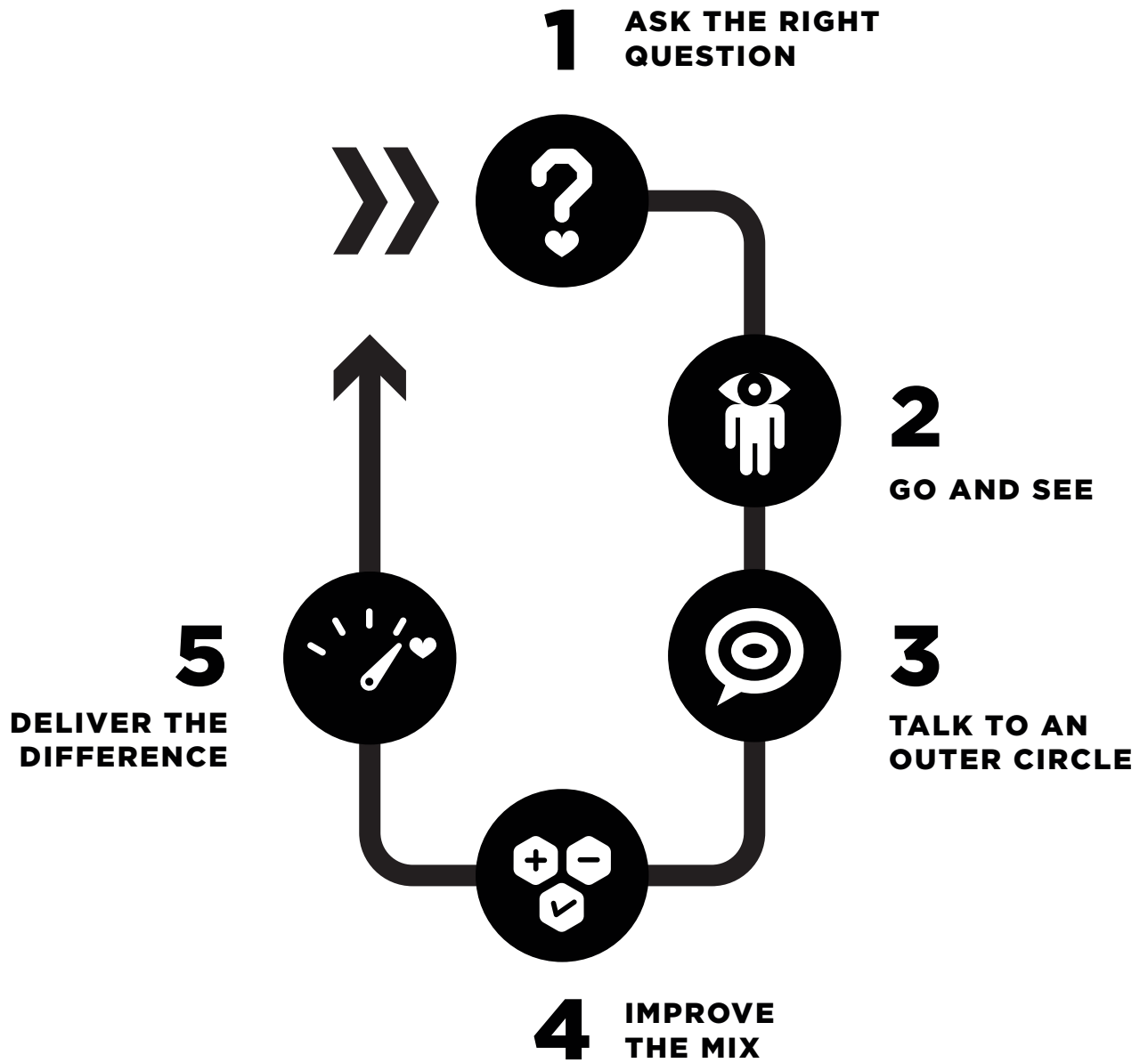


Figure 3. THE FIVE SKILLS ASSOCIATED WITH GREAT WORK  
 Employees who consistently accomplish great work demonstrate these behaviors.

### **1. Ask the right question**

Great work begins when people ask how they can make a difference (or if there's something new the world would love) and then focus on who their work serves—whether it's customers, clients, team members, or leaders. They think about improvements with the recipient in mind. For example, how can a task, process, or product be made easier, faster, safer, or better? Employees who master this skill tackle a specific problem, consider what they're good at, and imagine what others might love if anything were possible.

### **2. Go and see**

Employees who do great work observe and examine from a variety of perspectives to see new possibilities. They look at what's being done now, how people experience it, and then imagine how it could be improved. They assess the process, consult with other disciplines, and survey the details and patterns. Whether it's visiting a customer, standing on an assembly line, or watching users interact with a product, they have a better idea of what's missing and the future they can create because they see it for themselves.

### **3. Talk to an outer circle**

Great work improves when people talk to others they wouldn't normally interact with and generate ideas they wouldn't normally think of. Employees who consistently do great work invite others to join them, and they expand their circle of contacts by networking with people beyond those they know. They gather information and insight from each conversation, from subject matter experts to those with contrary points of view. And they keep track of every great idea that comes up.

#### **4. Improve the mix**

People who do great work don't make improvements randomly. They look before they leap. They think, plan, and fine-tune the changes they make, often adding improvements and removing elements that don't work or don't add value. They look for connections between ideas, check the fit often, and watch as signs of a great mix gradually come together.

#### **5. Deliver the difference**

Great workers are laser-focused on positive outcomes. They persist until they get results. If their work isn't loved the first time, they learn why and try again. Failure is seen as experience and progress until their accomplishments inspire others. People who deliver the difference have the tenacity and resilience to keep working until they know they've done something great.

**“To do great work is to put your heart and soul into something. To not only do what you're told, but to put your stamp on something; to add a little extra; to have pride in your work.”**

**—EMPLOYEE, GREAT WORK INTERVIEW TRANSCRIPT**

These behaviors and practices behind great work are more specific and easier to define, measure, and train than employee engagement. They're also more reliable and predictive of business success than engagement because they directly affect business outcomes.

**Comparative impact of engagement vs. great work:**

	HIGH ENGAGEMENT	HIGH GREAT WORK
<b>Organizational growth</b>	<b>+91%</b>	<b>+109%</b>
<b>Layoffs</b>	<b>-24%</b>	<b>-38%</b>
<b>Revenue growth</b>	<b>+41%</b>	<b>+63%</b>
<b>Innovation</b>	<b>+77%</b>	<b>+112%</b>

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*Table shows the percentage difference in the probability of the organizational outcome occurring.*

When organizations shift their focus to great work, it may be helpful to take a segmented approach based on employee personality types. Each type of employee has unique needs, strengths, and weaknesses, and they exhibit great work behaviors differently.

**EMPLOYEE PERSONAS: STRENGTHS, WEAKNESSES, AND PROBABILITIES**

Employees are diverse in myriad ways, but our research finds they tend to fall into five main categories that can help us better understand them in the context of great work:

## Employee Personas



### **SOCIALIZER**

### **TASKER**

#### **Summary**

As the name implies, employees in this group are the most outgoing; they are also very driven. Fun and rewards are the best ways to motivate them.

Members of this group are generally quieter and more composed. They're also more resistant to feedback. They respond well to rewards, but not to fun or punishment.

#### **Focus**

**Connections**

**Tasks**

#### **Work style**

**Dogmatic, assertive, can be aggressive**

**Intentional, dedicated to current work**

#### **Self-esteem**

**Positive**

**Neutral**

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**BUILDER**

These employees are warm, friendly, emotionally intelligent, and diplomatic. Goals, fun, and rewards motivate them best.

**COASTER**

Known for being more pessimistic and prone to stress than other employees, those in this group appreciate rewards and seek to avoid punishment.

**ACHIEVER**

The personalities of this group can be tense, moody, obsessive, high-energy, and sometimes distracted. Motivations include fun, rewards, and avoiding punishment.

**Comprehensive view, strategies**

**Flexibility, ambiguity**

**Achievement**

**Resilient, can be finicky**

**Low touch, practical, just-in-time**

**Assertive, honest, straightforward, can be abrasive**

**Positive**

**Negative**

**Negative**

Each of these employee personas has a different probability of being engaged, as well as a different probability of doing great work. Builders and Socializers have the highest likelihood of doing great work, while Coasters have the least. Achievers have a relatively high probability of engagement, but not great work.

**Our research finds:**

	<b>SOCIALIZER</b>	<b>TASKER</b>	<b>BUILDER</b>	<b>COASTER</b>	<b>ACHIEVER</b>
<b>Probability of engagement</b>	55%	46%	85%	17%	96%
<b>Probability of great work</b>	12%	10%	45%	3%	66%

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The bottom line: High engagement does not equal great work, and engagement is unreliable at measuring and predicting performance. Traditional engagement surveys may acknowledge and measure different employee personalities, but they don't show the true discretionary effort of the larger employee population.

Next, we looked at the likelihood of each group to practice the five behaviors associated with great work. Achievers work hard, but they may not push to make improvements. For Taskers, asking the right question and going to see were challenging. Despite an appreciation for the big picture, Builders weren't as likely to talk to an outer circle. Coasters scored lower on all behaviors, whereas Socializers naturally demonstrated most behaviors.

Insights such as these make great work a more practical metric than engagement. Knowing how employees work allows organizations to tailor strategies that maximize employee performance. For example, if we help Achievers improve the mix in their work, there's a 133% increase in aspirational great work frequency. If we help them deliver the difference, we see a 201% increase. And if both behaviors improve, the aspirational great work frequency soars 577%.

It's interesting to note that if Achievers, for instance, improve in all five behaviors, there's a 655% rise in aspirational great work frequency, which is not dramatically higher than the result of improving just the two behaviors with the greatest impact. In other words, improving two specific behaviors for a particular group may achieve nearly the same result as improving all of them. So organizations can be extremely efficient by targeting strategies to achieve great work for each employee based on their profile.

Looking at measures that lead to great work, rather than engagement, provides an exciting opportunity for employees to do meaningful work and for organizations to significantly improve their business outcomes.

**“It’s the difference between working with your head down and your head up. You need to look at everything going on around your job so that your eyes are open to possibilities. If you look at how your work affects others, at how relationships work, at what others want and need, you will see things you don’t see when you are just going through the motions.”**

**—MINDI COX, SENIOR VICE PRESIDENT,  
PEOPLE AND GREAT WORK, O.C. TANNER**

## RECOMMENDATIONS

Instead of trying to increase employee engagement, organizations should focus on four specific ways to help employees produce more great work.

### 1 Strengthen culture

The best enabler of great work is a strong culture that supports and encourages it. Cultures that provide purpose, opportunity, success, appreciation, wellbeing, and modern leadership increase the probability of great work for every type of employee. Socializers, Taskers, and Coasters, in particular, are keenly influenced by culture.

#### Increased probability of doing great work at an organization with a strong culture:

SOCIALIZER	TASKER	BUILDER	COASTER	ACHIEVER
149%	222%	82%	572%	Negligible

What parts of workplace culture matter most? Across all five personas, opportunity and success have the biggest impact on the propensity to do great work. For Socializers, appreciation is most important.

<b>TALENT MAGNETS</b>	<b>SOCIALIZER</b>	<b>TASKER</b>	<b>BUILDER</b>	<b>COASTER</b>	<b>ACHIEVER</b>
Purpose	275%	177%	89%	801%	74%
Opportunity	342%	388%	302%	1,305%	101%
Success	409%	365%	287%	1,407%	177%
Appreciation	289%	214%	187%	966%	181%
Wellbeing	86%	Negligible	74%	101%	Negligible
Leadership	105%	202%	107%	651%	48%

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*Table shows the increase in the probability of frequent great work by improving the Talent Magnet sentiment by one standard deviation.*

Provide employees with opportunities for career development and growth, enable their success, and show appreciation for their efforts, and all of them will be more likely to do great work.

## 2 Integrate recognition

Employee recognition that's authentically and consistently demonstrated within an organization's culture is critical to ensuring great work, especially for those employees most motivated by rewards and recognition.

### Increased probability of great work when recognition is an integrated part of the culture:

<b>SOCIALIZER</b>	<b>TASKER</b>	<b>BUILDER</b>	<b>COASTER</b>	<b>ACHIEVER</b>
4x	4x	2.6x	19x	2x

## 3 Provide modern leadership

Modern leaders mentor, coach, advocate for, and appreciate their people. Because they tend to give employees more autonomy and connect their people to purpose and accomplishment, they have a positive impact on employees who are goal-driven and self-motivated. Traditional or average leaders have little effect on the production of great work—and even constrain productivity for top performers.



**CASE STUDY—A GREAT CULTURE IMPROVES PATIENT CARE**

At Ohio Living, one of America's largest not-for-profit aging services companies, a comprehensive recognition program includes all employees in every location. It sets the expectation at new hire orientation that employees appreciate each other, and it ties recognition to the company's pillars and values, seeing the investment in recognition as a competitive advantage and a fundamental part of their workplace.

Because employees feel valued and appreciated across their employee experience, they've done great work leading to improvements in patient outcomes, such as:

- Lower hospital readmission rates
- Lower infection rates
- Lower nursing turnover
- Better patient health

According to Laurence Gumina, President and CEO, "By focusing on our recognition program, we've been able to demonstrate improvements in our care delivery, improvements in our market share throughout all of our regions, and more importantly, the care we provide to our residents."<sup>7</sup>



Taskers and Builders are less responsive to modern leadership, as Taskers are feedback-averse and Builders need less help from leaders in general. Coasters, however, show a 351% increased probability of great work when given modern leadership.

**Impact of average vs. modern leadership on great work:**

<b>EMPLOYEE PERSONA</b>	<b>PROBABILITY OF GREAT WORK WITH AN AVERAGE LEADER</b>	<b>PROBABILITY OF GREAT WORK WITH A MODERN LEADER</b>
<b>Socializer</b>	<b>+5%</b>	<b>+50%</b>
<b>Tasker</b>	<b>-7%</b>	<b>Negligible</b>
<b>Builder</b>	<b>-23%</b>	<b>Negligible</b>
<b>Coaster</b>	<b>-21%</b>	<b>+351%</b>
<b>Achiever</b>	<b>-18%</b>	<b>+20%</b>

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**4 Be inclusive**

An inclusive culture enables all employees to do great work. Global authority on workplace culture, Great Place to Work®, found US companies with large gaps among the experiences of employees of different races and backgrounds had significantly lower revenue growth than companies with smaller gaps among experiences.<sup>8</sup>

Inclusion has a particularly strong effect on aspirational great work frequency for Coasters (+875%), Socializers (+284%), and Taskers (+220%). When employees feel they belong, are valued, and make a difference in their work, they continue to do more great work.

## ENGAGEMENT REVISITED—KEY TAKEAWAYS

The long-held focus on employee engagement has not led to better business results.

Great work is a more effective metric to improve employee and organizational performance.

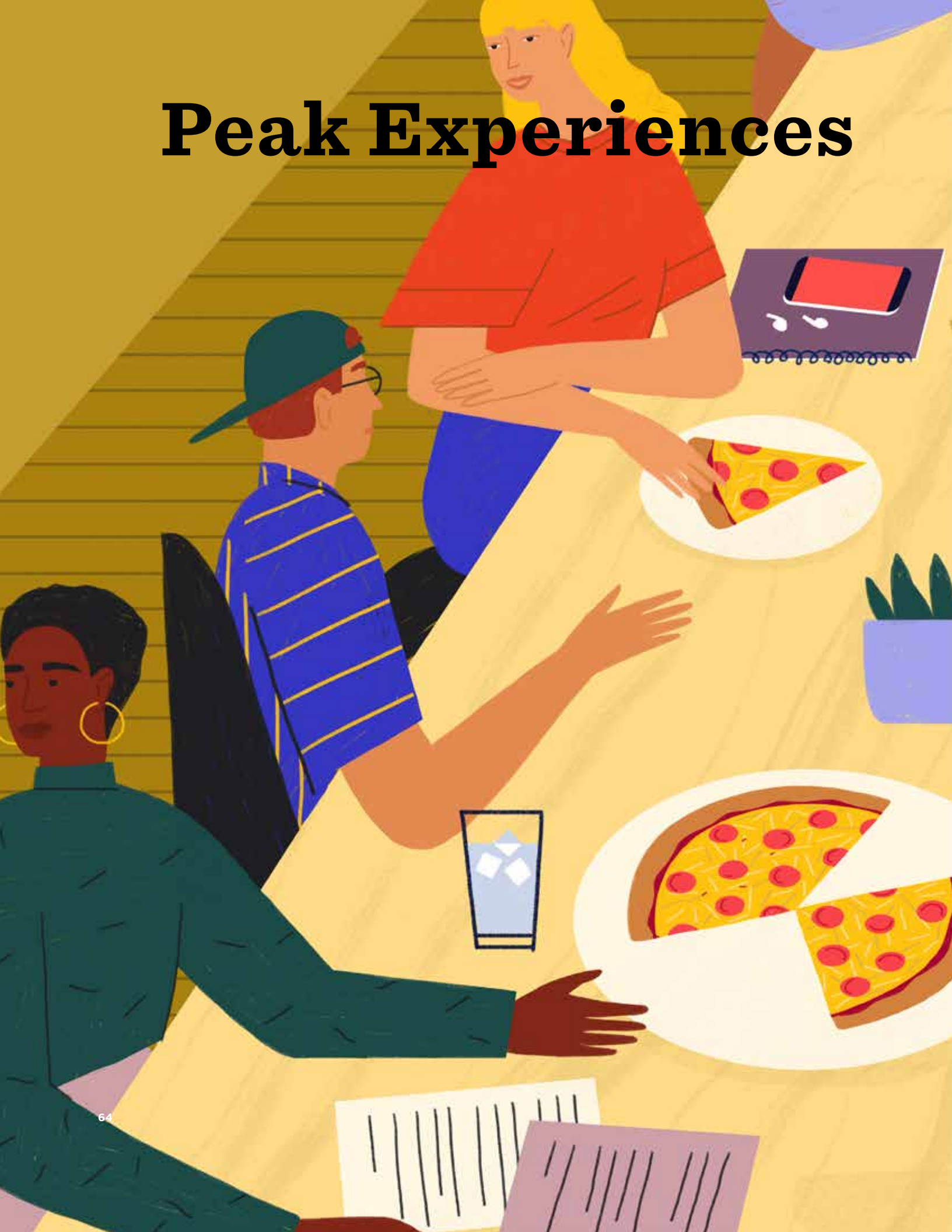
A great-work approach to performance and business results is more tailored to employees and more actionable for organizations.

Creating strong cultures of recognition, inclusion, and leadership enables employees to accomplish great work.

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# Peak Experiences



The formula for creating peak employee experiences starts with meeting three basic needs.



75X

**INCREASED LIKELIHOOD OF IMPROVING THE  
EMPLOYEE EXPERIENCE WHEN AN ORGANIZATION MEETS THE  
NEEDS OF AUTONOMY, CONNECTION, AND MASTERY**



In or outside the office, micro-experiences are abundant. Our average workday includes dozens of these positive, neutral, and negative incidents that cumulatively affect how we perceive our jobs, colleagues, and organizations. On the other hand, peak experiences—the bigger, more impactful events that build lasting connections—are all too rare. (Most employees are lucky if they have one per month.) This year we look closely at how fulfilling the universal employee needs of autonomy, mastery, and connection can increase the frequency of peak experiences. Leaders should watch for opportunities to link and leverage these three essentials. Those who do will have an excellent view from the top of their industries.

## **INTRODUCTION**

The post-pandemic business landscape has forced organizations to rethink how, when, and where employees should work. New expectations are producing alternative work models and practices at an increasingly rapid pace. As employers deliberate how best to respond to changing workplace expectations, the potential for organizational disruption is high—and so is the risk to employee experiences and underlying workplace cultures.

The employee experience is a combination of everyday micro-experiences and stand-out macro-experiences, both of which play key roles in shaping an individual's connection to their work, colleagues, and organization. Our 2020 Global Culture Report mapped the impact micro- and macro-experiences have on workplace culture, as well as how micro-experiences align with culture-defining Talent Magnets. This year, our research looks deeper into the mechanics of macro-experiences and the factors that influence these powerful interactions.

Macro-experiences can be positive or negative—those peaks and valleys—that profoundly affect the overall employee experience. These are the extraordinary events that do more to determine how a person feels about their work than anything else. On the positive side of the equation, peak moments involve deep, affirmative emotions that elevate an employee's connection to purpose, accomplishment, and one another. They also have a longer-lasting impact than negative (valley) macro-experiences, and they make a dramatic difference in the overall employee experience when they occur regularly.<sup>1</sup> In the rapidly changing workplace, peak experiences are crucial to strengthening culture and helping employees thrive.

So, how can leaders create these transformative peak experiences for their people? It starts with understanding the psychological needs employees have for autonomy, connection, and mastery.



## UNDERSTANDING THE PSYCHOLOGICAL NEEDS OF EMPLOYEES

Organizational psychology has established that we all have an innate drive toward growth and wellbeing. In the workplace, this drive manifests itself in motivations that shape employee behaviors and draw individuals to purpose, people, and projects that involve at least one of three basic needs:<sup>2</sup>

- **Autonomy**
- **Connection**
- **Mastery**

The way employers meet these needs affects how employees view their work and the organization. Our research finds that satisfying these needs produces a strong, positive emotional response that supercharges employees' perceptions. Conversely, when a need is unmet, the opposite occurs—employee perception is negative and deflated. Fulfilling these needs also improves how people see themselves and determine their value in the workplace.

NEED	WHEN SATISFIED	WHEN FRUSTRATED	% OF EMPLOYEES WHOSE NEED IS SATISFIED
<b>Autonomy</b>	<b>Increased sense of ownership</b>	<b>Increased feelings of conflict, lack of control, and pressure</b>	<b>48%</b>
<b>Connection</b>	<b>Increased sense of belonging</b>	<b>Increased feelings of isolation, loneliness, and alienation</b>	<b>50%</b>
<b>Mastery</b>	<b>Increased sense of usefulness</b>	<b>Increased feelings of ineffectiveness and failure</b>	<b>51%</b>

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Our findings confirm that employees are drawn to work that promises a degree of ownership, a sense of belonging, and a chance to exercise their skills in a way that makes a meaningful contribution to the success of their teams and organization. When organizations build a culture that fulfills these promises with the right combination of modern leadership, opportunity, and resources, employee needs are satisfied, and everyday experiences can become peak experiences.

**“Those three things—  
autonomy, complexity, and  
a connection between effort  
and reward—are three  
qualities that work has to  
have if it is to be satisfying.”**

**—MALCOLM GLADWELL, RESEARCHER AND AUTHOR**



**CASE STUDY—ADVANCING AUTONOMY WITH THE FREEDOM TO DELIGHT**

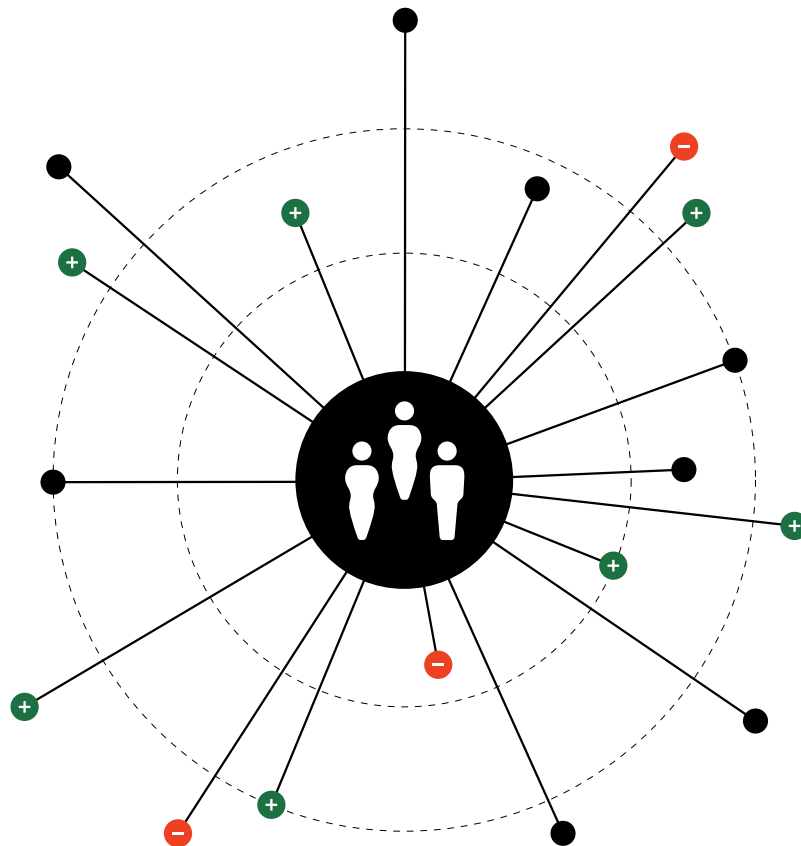
Ritz-Carlton is known for exceptional service, but extraordinary experiences extend to employees as well. The company gives employees the “freedom to delight” with up to \$2,000 to spend on each guest per day. As a result, this autonomy to wow guests builds trust between employees and the organization.

According to a senior executive, “Employee empowerment means being able to use my natural ability to create a lasting memory for guests or resolve a guest issue and have the confidence that my company supports me 100% in my effort. Sometimes the most delightful ‘wow’ moments happen in the blink of an eye. If employees are not empowered and need to cross layers of approval, these moments could be lost forever.”<sup>3</sup>

## THE HOLISTIC VIEW

Our model of micro- and macro-experiences helps organizations identify specific types of employee experiences, as well as their impact. The premise: an average workday contains many experiences, and to make sense of them all, our brains group them into peak experiences (positive) or valley experiences (negative). The sum of these experiences tells the story of the accomplishments and struggles of an employee's career.

This model offers an external view of an experience as it happens: the strength or magnitude of the impact—whether it's a micro- or macro-experience—and whether the experience registers as positive or negative.



**Figure 4. THE SCALE OF EMPLOYEE EXPERIENCE**  
Employees' external responses to micro- and macro-experiences.

When we add a map of the internal process of how needs are satisfied, a more holistic representation of peak employee experiences emerges.

To one degree or another, everyone in the workplace seeks to satisfy a basic psychological need. Sometimes the need is met by unexpected experiences—an act of recognition or an opportunity to lead an important project. Other times, employees benefit from planned experiences via engaged leadership, or they actively seek out experiences to satisfy one or more of their needs. In all cases, our qualitative research demonstrates how the powerful emotional response that defines a peak experience occurs when an interaction exceeds the ordinary and connects an individual to a deep-seated need for autonomy, connection, or mastery.



**Figure 5. THE ANATOMY OF A PEAK EXPERIENCE**  
Peak experiences satisfy an internal need and create a powerful, positive emotional response.

## CULTURAL COMPONENTS THAT IMPACT BASIC NEEDS

Four years ago, our research identified six essential elements of workplace culture that are crucial to an employee's decision to join, engage with, and stay at any place of work. We call them Talent Magnets because they attract and connect people to their teams and organizations. They include purpose, opportunity, success, appreciation, leadership, and wellbeing. Top-performing organizations excel in all Talent Magnets, which can also dramatically impact need satisfaction.

**Employee experiences that involve a Talent Magnet are much more likely to satisfy basic needs:**

	NEED FOR AUTONOMY SATISFIED	NEED FOR CONNECTION SATISFIED	NEED FOR MASTERY SATISFIED
<b>Purpose</b>	<b>+322%</b>	<b>+548%</b>	<b>+206%</b>
<b>Opportunity</b>	<b>+432%</b>	<b>+696%</b>	<b>+192%</b>
<b>Success</b>	<b>+443%</b>	<b>+870%</b>	<b>+234%</b>
<b>Appreciation</b>	<b>+276%</b>	<b>+643%</b>	<b>+133%</b>
<b>Wellbeing</b>	<b>+57%</b>	<b>+222%</b>	<b>+31%</b>
<b>Leadership</b>	<b>+380%</b>	<b>+803%</b>	<b>+177%</b>

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When organizations satisfy these three basic psychological needs, several outcomes increase significantly. For example, employees who feel a strong sense of ownership in their work, a closer connection to others, and a sense of achievement and expertise in their roles are more likely to do their best work, say they work in a thriving culture, and be Promoters on the eNPS scale.

### Impact of satisfied psychological needs on cultural outcomes:

	<b>EMPLOYEE EXPERIENCE</b>	<b>GREAT WORK</b>	<b>ENGAGEMENT</b>	<b>THRIVING CULTURE</b>	<b>NET PROMOTER</b>
Autonomy needs satisfied	+228%	+459%	+422%	+325%	+249%
Connection needs satisfied	+464%	+683%	+970%	+672%	+445%
Mastery needs satisfied	+223%	+528%	+330%	+234%	+171%
All three needs met	+655%	+1,245%	+1,783%	+795%	+316%

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### RECOGNITION AND MODERN LEADERSHIP BOOST SATISFACTION

Employee recognition and modern leadership both help satisfy the needs for autonomy, connection, and mastery. Specifically, recognizing employees acknowledges ownership of work; directly connects employee contributions to a purpose, their teams, and their leader; and highlights their achievements. When integrated into the organization's culture, recognition also increases the frequency of peak employee experiences.

See the eight ways to assess how deeply recognition is ingrained in an organization's culture on page 98.



Statistically speaking, employee recognition increases the likelihood of autonomy satisfaction by 225%, connection satisfaction by 209%, and mastery satisfaction by 201%.

Furthermore, our research shows that modern leadership is the foundation for meaningful employee experiences. Modern leaders who act as mentors, advocate for employee development, and connect employees to meaningful opportunities help employees (and themselves) feel a greater sense of purpose, accomplishment, and connection to each other.

When modern leaders connect employees to accomplishment and the organization's purpose, they address the basic needs for autonomy (158% increased odds of satisfaction) and mastery (120% increased odds of satisfaction). Likewise, helping employees feel attached to one another helps satisfy the basic need for connection (170% increased odds).

**“Control leads to compliance. Autonomy leads to engagement.”**

**—DANIEL PINK, AUTHOR**



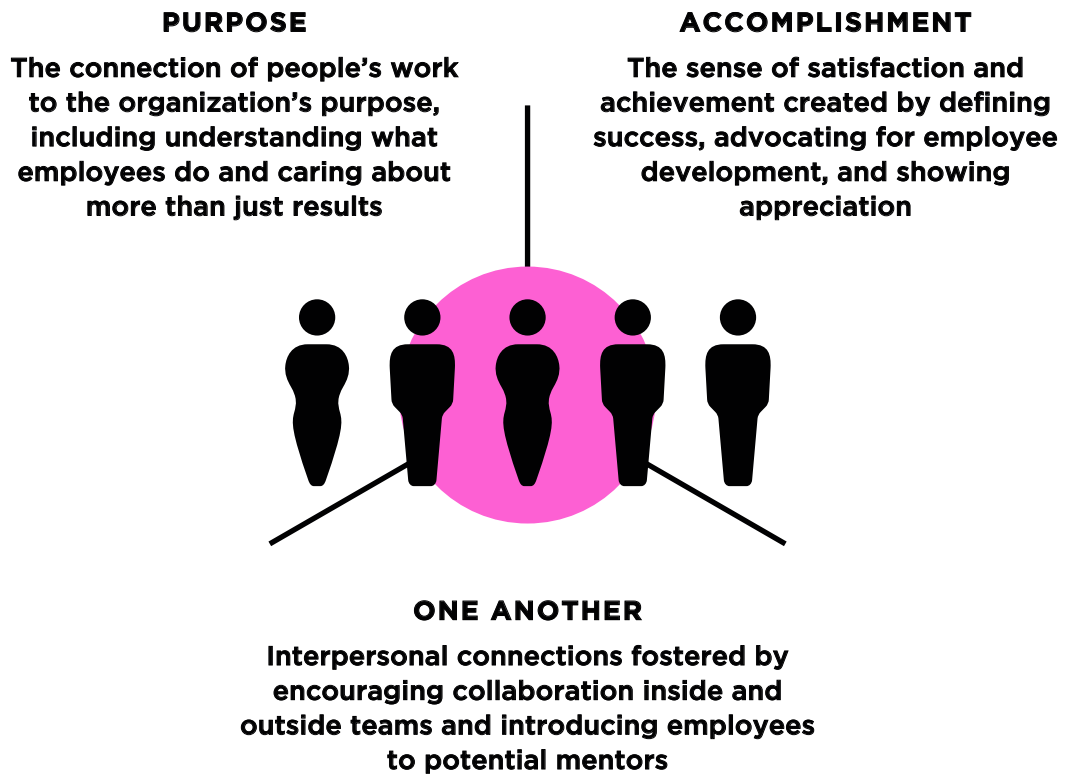


Figure 6. MODERN LEADERSHIP INDEX  
The three key connections leaders create for employees.




## IN PRACTICE—FACILITATING PEAK EXPERIENCES

Understanding employee needs for autonomy, connection, and mastery allows organizations to create more opportunities for peak experiences. What might this look like in practice?

Picture a director recently assigned to oversee a team of engineers struggling with performance. While the engineers are all technically competent, they seem generally disconnected from each other and have no vision beyond their immediate issues. Collaboration is low, they show signs of burnout, and they haven't made much progress in their careers. Fortunately, what the director sees is a group of promising professionals trapped in a cycle of negative micro-experiences punctuated by more valley than peak moments. She can identify the experiences they're having and the negative impact of those moments. Now she needs to see what's going on underneath.





She starts by implementing regular one-to-ones with all her team members. She actively listens, gets to know their needs, their concerns, and their ambitions. Based on what she learns, she encourages some individuals to lead special projects. She mentors others to develop new skills and opportunities, and she challenges everyone to stretch their professional abilities. She also makes recognition a key part of their team dynamic, ensuring acts of appreciation are given, received, and regularly observed for both major accomplishments and everyday wins. Over time, the connections between teammates grow stronger, great work appears more often, and peak experiences replace valley moments. The team is transformed because the director understands that satisfying individual needs can produce the peak experiences that connect employees to purpose, accomplishment, and one another.

## RECOMMENDATIONS

Here are three practical steps to help connect employee needs to peak experiences and achieve powerful outcomes:

### 1 Focus on the key elements of workplace culture

Organizations can dramatically increase employee need satisfaction by creating experiences that align with the six Talent Magnets (purpose, opportunity, success, appreciation, wellbeing, and leadership).

Emphasizing how employees fulfill the organization's purpose and make a difference satisfies the need for connection and mastery. Providing opportunity—whether that's working on special projects or expanding skills—and helping employees achieve success will satisfy the needs for autonomy and mastery. Showing appreciation and investing in wellbeing build connection, and recognizing great work meets the need for mastery. Modern leadership addresses all three employee needs.

Using the Talent Magnets to create employee experiences is an effective way to continuously satisfy needs and build a positive workplace culture. When employee needs are met and they have positive experiences associated with the Talent Magnets, the impact on the employee (odds of doing great work) and the organization (odds of having high employee Net Promoter Scores) are profound:

**Increased probability of great work and high eNPS when employee needs are satisfied through positive experiences around the six Talent Magnets:**

<b>Autonomy +</b>	<b>TALENT MAGNET</b>	<b>GREAT WORK</b>	<b>eNPS</b>
	<b>Purpose</b>	<b>310%</b>	<b>488%</b>
	<b>Opportunity</b>	<b>329%</b>	<b>415%</b>
	<b>Success</b>	<b>330%</b>	<b>395%</b>
	<b>Appreciation</b>	<b>305%</b>	<b>381%</b>
	<b>Wellbeing</b>	<b>302%</b>	<b>356%</b>
	<b>Leadership</b>	<b>401%</b>	<b>475%</b>
<b>Connection +</b>	<b>TALENT MAGNET</b>	<b>GREAT WORK</b>	<b>eNPS</b>
	<b>Purpose</b>	<b>351%</b>	<b>326%</b>
	<b>Opportunity</b>	<b>329%</b>	<b>341%</b>
	<b>Success</b>	<b>317%</b>	<b>352%</b>
	<b>Appreciation</b>	<b>371%</b>	<b>399%</b>
	<b>Wellbeing</b>	<b>288%</b>	<b>251%</b>
	<b>Leadership</b>	<b>399%</b>	<b>405%</b>
<b>Mastery +</b>	<b>TALENT MAGNET</b>	<b>GREAT WORK</b>	<b>eNPS</b>
	<b>Purpose</b>	<b>344%</b>	<b>394%</b>
	<b>Opportunity</b>	<b>362%</b>	<b>415%</b>
	<b>Success</b>	<b>401%</b>	<b>395%</b>
	<b>Appreciation</b>	<b>377%</b>	<b>381%</b>
	<b>Wellbeing</b>	<b>309%</b>	<b>301%</b>
	<b>Leadership</b>	<b>399%</b>	<b>475%</b>

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## 2 Integrate recognition to satisfy employee needs

Recognition can help meet the three basic needs of autonomy, connection, and mastery, but it must be an integrated part of the organization's culture.

Enable and encourage all employees to use recognition frequently enough that it becomes a natural, everyday work experience. When recognition is common throughout the culture, the likelihood of achieving higher connection satisfaction increases 131% and the odds of higher mastery satisfaction improve 127%.

Implement programs that recognize both large and small efforts. And, continually improve your recognition technology to make it as frictionless as possible. Organizations that routinely implement new programs and technologies to recognize great work raise the probability of higher connection satisfaction by 130% and increase the likelihood of higher mastery satisfaction by 122%.

Train leaders to understand employees' recognition preferences and personalize recognition moments. When leaders do this, the odds of higher autonomy satisfaction improve 126% and the chances of higher connection satisfaction jump 145%.

Make recognition public and share employee accomplishments across the organization. By definition, integrated recognition is frequent, public, meaningful, and far more likely to become peak experiences.



A healthcare professional, likely a nurse or doctor, is shown from the chest up. They are wearing a dark, patterned scrub top and a stethoscope around their neck. They are looking down at a smartphone held in their hands. The background is blurred, suggesting a clinical setting. The entire image has a purple tint.

**CASE STUDY—INTEGRATING RECOGNITION THAT BUILDS CONNECTION AND MASTERY**

University of Kentucky Healthcare (UKHC) revamped its entire recognition strategy so it could have one integrated recognition program instead of inconsistent pockets. Using a mobile app that ensures recognition is accessible and frequent, the new program streamlines recognition across the enterprise and allows leaders and employees to recognize those who go above and beyond—on everything from large accomplishments to smaller successful efforts—as well as employee milestones.

Because of the new program, 91% of employees understand how they contribute to the success of UKHC, 81% feel a strong sense of pride in the organization, and 90% want to stay.

“When you think about overall culture, there are key elements. Appreciation is one of those key elements in building a strong culture. It’s leadership—giving opportunities to employees, making them feel successful—and appreciation,” says Crystal Gabbard, Employee Engagement Manager.<sup>4</sup>



**CASE STUDY—MENTORING THAT BUILDS CONNECTIONS**

The mentoring program at GE pairs senior leaders with employees from all levels for shared learning. In addition to teaching skills, the program promotes building real, human connections, and encourages employee development, collaboration, and growth. This not only gives employees tools to succeed, but it creates a pipeline of future mentors and leaders for the company as well.

GE also helps employees network and connect with peers through reverse mentoring, employee resource groups, and opportunities to build leadership skills with a two-year rotational program in sales and marketing.

These initiatives meet employees' needs for autonomy, mastery, and connection.<sup>5</sup>



### **3 Provide modern leadership**

Modern leaders connect their people to purpose, accomplishment, and one another, which strongly answers all three basic needs.

So, help train leaders to connect employees' work to a larger purpose and show how their contributions matter. Leaders should champion their employees' successes and recognize accomplishments. Those who advocate for employee development increase the likelihood of satisfying autonomy needs by 115%, connection needs by 124%, and mastery needs by 131%.

Likewise, encourage leaders to mentor and help their employees network and build connections with others across the organization. When leaders introduce employees to mentors, the odds of satisfying connection needs improve 132%.

Shared leadership and frequent one-to-one meetings are additional ways to satisfy needs for autonomy, connection, and mastery.

## PEAK EXPERIENCES—KEY TAKEAWAYS

Organizations should rethink the employee experience in the new workplace and identify ways to create lasting peak experiences.

The three basic employee needs—autonomy, connection, and mastery—must be met to create peak experiences.

Recognition and modern leadership are powerful ways to satisfy all three basic needs.

Creating peak experiences leads to a thriving workplace culture.

### Peak Experiences Sources

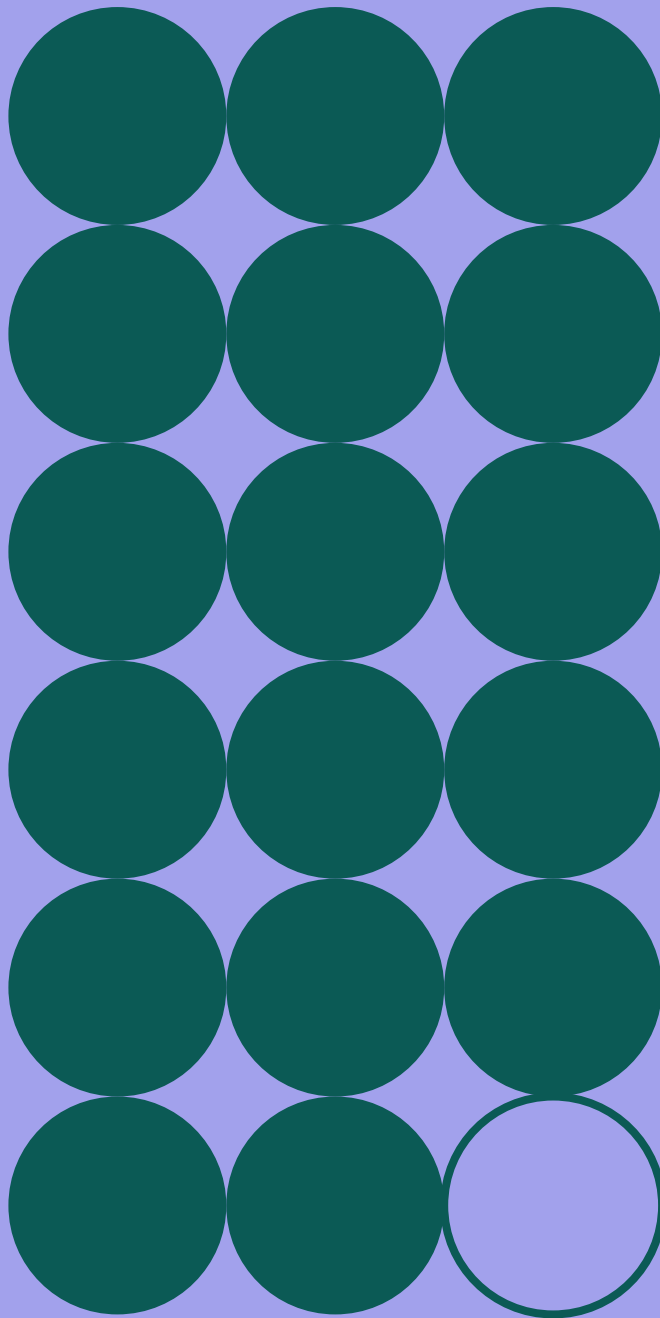
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3. "If You Love Your Employees, Set Them Free: Autonomy Is Key to Employee Engagement," Stan Phelps, Forbes, September 24, 2019.
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# Recognition



The secret to effective, meaningful recognition is making it personal and natural.





**18x**

**INCREASED PROBABILITY OF GREAT WORK  
WHEN EMPLOYEES ARE RECOGNIZED**

Conventional wisdom and even cursory observation would tell you there's a strong correlation between employee recognition and healthy workplace cultures. For years, we've analyzed and measured it. But this year we found a causal link—hard evidence that personalized recognition directly impacts the strength of the connection between employees—which subsequently affects culture and business performance. Furthermore, recognition that's tailored to individuals can have an even greater effect across the organization. Unlike the lackluster transactional recognition employees often receive, truly personalized appreciation is transformative. Especially when it creates employee experiences that reflect and support an intentional workplace culture.

## RESEARCH BRIEF

# The Causal Relationship Between Recognition and Connection

While we know that recognition has a strong positive effect on many cultural and business outcomes, the causal connection has been elusive. Isolating factors and controlling for alternative answers that explain why an employee continues to perform and achieve can be a challenge. Leaders, organizational cultures, inclusive environments, or any other number of factors can impact the results of a study.

There is, however, a gold-standard research design that can establish a causal relationship: experimentation. Experiments are most potent when they can match external stimuli that employees face in the real world. Additionally, we can control various extraneous factors that can confound the results by randomizing employees into different groups that receive various treatments.

### The origin of the experimental treatment

We modeled our experiment after a story an employee shared in one of our exploratory focus groups. He described how he helped another colleague with her project late one Friday night. It was not something he needed to do, nor was he involved in her project. Yet, because they had worked together off and on the past year and she seemed to need help, he helped.

The next week, after her presentation, she recognized various people for their help, but not the member of our focus group, even though much of his work appeared in the presentation. He felt hurt, betrayed, and angry. His response when asked if he would help her in the future? “She can jump in a lake.”



## The experiment

We randomly assigned 6,000 employees to a control or treatment scenario. Following the treatment, we asked the employees about their connection with this colleague, whether they would help them again, and whether they would connect with them outside of work.

## The treatments

Using the story from our focus group, we designed several treatment scenarios for respondents:

- **Control: the helper did not receive any recognition for their extra efforts**
- **eCard: the helper received a non-monetary eCard for their extra efforts**
- **Monetary eCard: the helper received a monetary eCard (with redeemable points) for their extra efforts**
- **Public non-monetary recognition: the helper received only public recognition for their extra efforts after the presentation**
- **Public monetary recognition: the helper received public recognition and redeemable points for their extra efforts**

## The results

The experiment demonstrated the significant effect of recognition on each of our outcomes. Two critical findings: Failing to recognize a colleague led to the lowest rating of future support, colleague connection, and connection outside of work. Additionally, higher levels of recognition led to greater levels of future support and connection. The following table illustrates the quantitative findings.

**Effect of treatment on colleague connection, self-reported likelihood to help again, and self-reported likelihood to connect outside of work:**

OUTCOMES	KEY	CONTROL
Colleague connection	Mean	4.74
	Effect	—
	Std. Error	—
Help again	Mean	5.07
	Effect	—
	Std. Error	—
Connect outside of work	Mean	5.12
	Effect	—
	Std. Error	—

*Table entries include the mean, effects as referenced against the control mean, and robust standard errors in parentheses. Standard controls have been included for estimate precision. \*\*\* $p < 0.001$ , \*\* $p < 0.01$ , \* $p < 0.05$ .*

Let’s first examine colleague connection, a self-reported measure of an employee’s connection to a coworker. The control mean was 4.74, indicating that on a scale from 1-10, employees who did not receive recognition for their help said, on average, their connection with their colleague was 4.74.

We compared each treatment mean against the control mean (4.74) to assess the treatment’s impact on each outcome. Alternatively, we reported the effect of treatment, which is the difference between the treatment mean and control mean. Each of the treatments had a statistically significant (or additive) effect on each of the outcomes. For example, an eCard recognition moment led to a 21.97% increase in the employee’s self-assessment of their connection with the colleague, a statistically significant increase. Higher levels of recognition led to even greater assessments.

ECARD	MONETARY ECARD	PUBLIC	PUBLIC + MONETARY
5.91 1.17*** (0.11)	6.18 1.44*** (0.11)	6.85 2.11*** (0.11)	7.36 2.62*** (0.11)
6.23 1.16*** (0.12)	6.58 1.50*** (0.11)	7.19 2.11*** (0.12)	7.72 2.65*** (0.12)
5.96 0.84** (0.11)	6.25 1.13*** (0.11)	6.79 1.67*** (0.11)	7.26 2.14*** (0.12)

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### The implications

This experiment has profound implications for recognition, particularly in terms of how organizations can use recognition to build strong cultures where employees can thrive.

While most organizations have, at minimum, a social recognition program that enables eCards, this type of recognition produces the lowest improvement in connection outcomes. Monetary eCards, on the other hand, have a substantial effect, particularly on the likelihood of helping the colleague again. Public recognition, a longstanding recognition best practice, leads to a significant change in each of the outcomes, improved only by adding a monetary component.

Organizations can rely on their recognition programs to create culture and business impact, particularly through the lens of connection. However, they should invest to ensure that employees can at least send monetary eCards. Instilling best practices, like public recognition, can also create significant impact, particularly when it includes a monetary element.

## **INTRODUCTION**

Recognizing employee accomplishments is vital for building strong relationships at work. But many employees have difficulty admitting they need or want recognition. This year's research sought to uncover why. The results were surprising.

Some employees have never had meaningful recognition in their careers and have learned to survive without it. Others had childhoods that lacked rewards and recognition, so they focused inward and became more self-motivated. Still others have built a psychological wall between themselves and their colleagues to maintain a professional distance.

But perhaps the most significant finding in our research on this subject is a causal link between recognition and connection. In one experiment, employees received various levels of recognition for spending extra effort in support of a colleague. The unexpected and profound results: In the absence of any recognition, the existing connection between the employee and colleague was severely damaged. (For more on the experiment, see the research brief on page 92.)

Connections at work do more than support employee happiness in the workplace. They help employees perform better. And recognition deepens the connections employees crave. The giver acknowledges the value of a coworker and demonstrates their appreciation. The recipient feels seen; they believe they matter and are valued. And, as recognition is shared across the organization, the connections amplify.

Recognition builds trust, camaraderie, and the perception that an employee's contribution counts. Nearly 90% of employees have high trust in a leader who recognizes their accomplishments, compared to 48% who feel the same level of trust without recognition.<sup>1</sup>

If the goal is to build connection, then recognition cannot be generic; it must be sincere and tailored to the individual recipient. In a hybrid work model, organizations may struggle with how to evolve their recognition programs, particularly since employees won't be physically together as often. However, meaningful recognition doesn't have to be complicated. Rethink how recognition fits into your new employee experience. What systems or processes might you have to change or enhance? One fact is increasingly clear: Integrated, personalized recognition is a potent means to help employees feel connected and do more great work.

### **RECOGNITION MUST BE INTEGRATED**

No matter the type of recognition (public, eCard, monetary, or non-monetary), giving and receiving it builds connection. Conversely, a lack of recognition diminishes connection. Based on our employee recognition experiment described in the introduction to this chapter, failing to recognize a colleague for great work results in the lowest chances of future connection and support, whereas higher levels of recognition lead to better opportunities for connection and support.

To ensure great work gets appreciated as it happens, recognition should be a constant, integrated element of an organization's culture. To be truly integrated, recognition must be personalized, part of the daily employee experience, and celebrate a variety of achievements.

If recognition is an integrated part of the natural flow of work, it's far more likely to be given in a timely manner when it will have the greatest impact. And, when leaders and peers frequently show appreciation for employee contributions, there are myriad opportunities for employees to feel connected to each other, to the organization's purpose, and to success.

**Leaders frequently recognize employees**

**Leaders know the recognition preferences of individuals**

**Recognition experiences are crafted around the individual**

**Peer-to-peer recognition is common and frequent**



**Recognition is  
an everyday part  
of the culture**

**Recognition programs  
and technology  
continually improve**

**The organization  
recognizes both large  
and small efforts**

**Recognition is  
consistently seen throughout  
the organization**

**“The single most important lesson I learned in 25 years talking every single day to people was that there’s a common denominator in our human experience...[W]e want to be validated. We want to be understood....As soon as that camera shuts off, everyone always turns to me and inevitably, in their way, asks this question: ‘Was that OK?’ I’ve heard it from heroes and homemakers. [We] all want to know one thing: ‘Was that OK?’ ‘Did you hear me?’ ‘Do you see me?’ ‘Did what I say mean anything to you?’”**

**—OPRAH WINFREY, TALK SHOW HOST, PRODUCER,  
AND PHILANTHROPIST**



A man in a blue jacket is looking upwards and to the right with a slight smile. He is holding a smartphone in his hands. The background is blurred, suggesting an outdoor setting.

## CASE STUDY—THE RESULTS OF INTEGRATED RECOGNITION

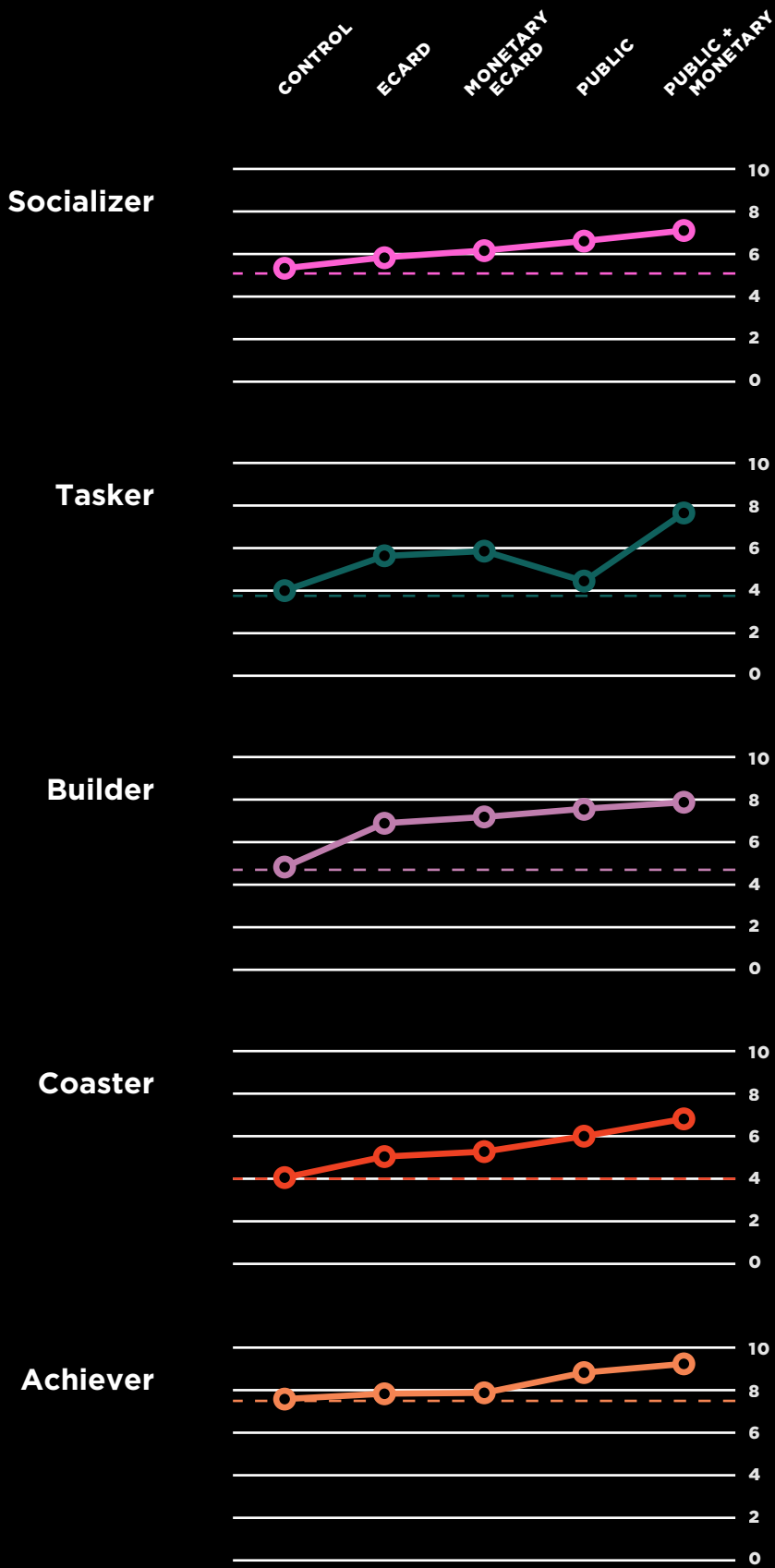
At Hindalco, the world's largest aluminum rolling company, recognition is a seamless part of the culture for 25,000 employees in India. Awards honor everything from major accomplishments to performance to everyday wins.

The company's PRAISE platform empowers leaders to recognize their people without obtaining higher approvals, showcases employee accomplishments on a social Wall of Fame, and includes a mobile app so everyone can send recognition anytime from anywhere. Additionally, February is "PRAISE Month," featuring a full calendar of events to promote the program and encourage employees to recognize each other.

On Hindalco's recent employee survey, engagement increased five points and scores for the prompt, "When my work is good, my contributions and accomplishments are recognized," increased three points (now six points higher than other high-performance companies).

Says Tushar Patra, Maintenance Manager, "PRAISE has become a part of life—I check it every day."

Mohit Kumar, Joint President of HR, Learning, and Talent, agrees: "Whatever gets recognized gets repeated. It's a very powerful tool in shaping our teams and building the culture of our organization."<sup>2</sup>



HOW VARIOUS FORMS OF RECOGNITION IMPACT THE FIVE TYPES OF EMPLOYEES  
 Note: The dashed line represents the control score; the numerical scale shows the strength of colleague connection.

## **RECOGNITION MUST BE PERSONALIZED**

Integrated recognition helps all employees thrive at work, but recognition preferences and impact vary across each of the five employee personas referenced earlier in this report: Socializers, Taskers, Builders, Coasters, and Achievers.

Coasters are highly responsive to recognition with a significant lift in great work (19x higher probability) when it occurs, as are Taskers (4.5x higher probability) and Socializers (4x higher probability).

In our research, we saw different types of recognition also affect feelings of connection differently for each group. For the often-introverted Taskers, public praise has a negative effect, but eCards and monetary eCards increase connection. For Builders, any form of recognition builds connection. And, not surprisingly, public appreciation has the biggest impact on the more outgoing Achievers.

**“Recognition helps maintain an energized environment, allows for more connection between people, and makes the employee experience meaningful.”**

**—KARINE CLÉMENT-DEBROSSE, SENIOR ADVISOR,  
HUMAN RESOURCES, BDC**

## RECOMMENDATIONS

A personalized, flexible recognition approach will ensure employees in all groups feel more connected and inspired to do great work.

### 1 Personalize recognition

Not every employee wants to be recognized in the same way with the same type of experience or award. The more reward-receptive groups (i.e., Socializers and Achievers) respond positively to more public recognition, while Taskers and Coasters prefer smaller presentations. Achievers want recognition to connect them to purpose, and both Builders and Achievers like a senior leader to be part of the experience.

Remind leaders to get to know their people as individuals and think about each employee's recognition preferences as they plan their recognition moments. This will ensure recognition is as meaningful and impactful as possible.





**CASE STUDY—CUSTOMIZING RECOGNITION BY AREA AND INDIVIDUAL**

Siemens Australia strives for an inclusive culture and wanted to give its people customized recognition experiences, rather than trying to motivate everyone in the same ways. So, the industrial manufacturer implemented a state-of-the-art, real-time program specific to its locations, enabling it to focus and refine recognition experiences to each area's vision and each employee's preferences.

Everyone can send eCards and award nominations and then present recognition in the way the recipient appreciates most.

The company's integrated approach runs all recognition activity through the recognition platform, whether it takes the form of personalized notes, points, or presentations. And, because employees receive personalized recognition experiences, they feel seen, know how they contribute to the company, and know the company cares about them personally.<sup>3</sup>

**Recognition preferences and impact by employee persona:**

<b>PREFERENCES</b>	<b>SOCIALIZER</b>	<b>TASKER</b>
<b>Recognition</b>	Praise their unique skillset; show the impact of their work	Appreciate how they interact with colleagues; show how their work contributes to the organization's purpose
<b>Award(s)</b>	Points redeemable for merchandise	Custom, personalized, symbolic award; charitable donation in their name
<b>Environment</b>	Department townhall or meeting	Team meeting
<b>Giver</b>	Direct or project team leader	Direct leader or project team member
<b>IMPACT</b>	<p>+70% in great work</p> <p>+48% in engagement</p> <p>+94% in eNPS</p> <p>+47% in retention</p>	<p>+66% in great work</p> <p>+64% in engagement</p> <p>+106% in eNPS</p> <p>+87% in retention</p>

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BUILDER	COASTER	ACHIEVER
Praise their unique skillset; appreciate how they interact with colleagues	Praise their unique skillset; show the impact of their work	Show how their work contributes to the organization's purpose; praise their unique skillset
Points redeemable for merchandise or experience	Points redeemable for merchandise or a meal out	Cash or gift card; points redeemable for merchandise
Team or department meeting	One-on-one setting; video message	Company-wide broadcast; department townhall or meeting
Direct or senior leader	Direct or project team leader	Direct or senior leader
+73% in great work +67% in engagement +101% in eNPS +49% in retention	+188% in great work +134% in engagement +202% in eNPS +99% in retention	+65% in great work +44% in engagement +102% in eNPS +71% in retention

## **2 Provide a flexible recognition solution**

Recognition should, of course, align with and connect employee contributions to the organization's values and its overall success, but how programs do this should be flexible to ensure employees will use them more often and, ultimately, feel more connected to each other.

Offer a variety of methods, messages, awards, etc., so that people can appropriately personalize recognition when they give it. And be sure to include an option for monetary recognition (eCards with redeemable points, for example) as it has the highest effect on connection for all employee segments.

A recognition software platform that's immediate, simple to use, and easy to access dramatically helps integrate recognition into workplace culture. Also, it's a good idea to have a clear process and provide resources so employees know how to create a meaningful recognition experience—in part by knowing what elements to personalize.



**“The everyday thank-you is just as important as recognition for big achievements. You need to offer this type of flexibility so your recognition continues to be meaningful and individualized.”**

**—LYNDA NEWCOMB, HEAD OF HR, KRUGER**



**CASE STUDY—FLEXIBLE RECOGNITION FOR A DIVERSE WORKFORCE**

The workforce of AGL, one of Australia's leading energy companies, is spread out across the country with employees who work in a spectrum of functions. The company needed a flexible recognition program that employees could easily use every day from anywhere.

The “Energize” program caters to employees in every part of the organization—retail, wholesale, group operations, call center, etc.—from any device with both monetary and non-monetary recognition, and allows recognition for individuals and teams. Even if a team has employees in different offices, they can be recognized together and appreciated for their team's efforts.<sup>4</sup>

### **3 Train people to create meaningful recognition moments**

Many organizations assume that leaders and employees know how to show appreciation, but not everyone knows the best ways to create meaningful recognition experiences. 70% of employees say recognition is most meaningful to them when it's personalized,<sup>5</sup> yet only 54% of employees say their leaders know what they do in their role.<sup>6</sup>

Because any giver is obliged to understand any recipient's recognition preferences, it's crucial to equip all employees with training and best practices for presenting recognition. Provide resources so employees giving recognition can find examples and tips on how to personalize it. Embed training and reminders into your recognition tools to help givers in real time. Encourage senior leaders to publicly model giving recognition in personal ways so employees can see how it should be done. Most importantly, remind givers how to connect employees to purpose, accomplishment, and one another in the recognition experience.

## RECOGNITION—KEY TAKEAWAYS

Research demonstrates a causal link between recognition and connection.

Integrated recognition shows employees they are valued and builds connection.

A personalized recognition approach is the most effective.

Employees respond differently to recognition and have distinct preferences.

Organizations must have flexible recognition solutions to be successful.

### Recognition Sources

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3. Siemens Australia Case Study, O.C. Tanner, 2018.
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5. 2021 Global Culture Report, O.C. Tanner Institute.
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# Connection





People who feel more connected to teams, leaders, and the organization have better work experiences—and results.



10x

**INCREASED ODDS AN ORGANIZATION WILL THRIVE  
WHEN EMPLOYEES FEEL CONNECTED**



We have all had good reasons—and few alternatives—to keep our distance from each other during the past 18 months. But our separation has taken a large toll. When you factor in social fragmentation and a gradual weakening of community in our everyday lives, it is remarkable we have avoided a plethora of disasters. Despite organizations' best efforts, virtual meetings could not match the number of connections available in the office. Nor were they nearly as effective as in-person interactions. Now, as new workplaces take shape, connection should be a priority wherever possible. Organizations that reestablish connections to and between their people will create cultures where great work is the natural outcome.

## INTRODUCTION

The human need for connection—number three on Maslow’s hierarchy of needs—is not a given or guaranteed. In the recent past, people found meaningful connections at work and elsewhere within society, but several current factors have combined to create and multiply feelings of isolation:

- **Covid-19 and social distancing that physically separate people from extended family, friends, workplaces, places of worship, and support communities**
- **Racial tensions, including riots, the Black Lives Matter movement, and police trials**
- **A polarized political divide, resulting in incompatible, unyielding perspectives and tensions that include feuding over masks, vaccines, conspiracies, and civil rights**

On the organizational front, remote work has blurred the lines between work and personal life; disconnected employees from their companies, leaders, and peers; and has shifted perceptions of the workplace. Coupled with unprecedented uncertainty, stalled growth, budget cuts, and layoffs, the sense of detachment from community, workplace, and each other has only grown.

This social fragmentation—the separation of people or groups within a larger group based on ideals, values, purpose, or goals—often happens in the absence of a connection with the larger group. Fragmentation can significantly affect an organization’s culture where individuals or teams feel isolated, unsupported, and even excluded from other groups or the organization. This, in turn, can lead to less alignment—or more misalignment—among people and teams working toward common goals.

Our research finds that 45% of employees say the number of individuals they regularly interact with at work has decreased significantly over the past year, and 57% say they engage in fewer social activities. In addition, 1 in 3 employees feel disconnected from their leader, furthering isolation and loneliness.

Strong connections help prevent social fragmentation, strengthen culture, and ultimately improve business results. Studies show employees who intentionally build social ties at work perform better. One involving engineers found those who connected with peers and helped colleagues with projects built trust and respect among the team and were also more productive.<sup>1</sup> Another study concluded that at organizations where 60% of employees had a best friend at work (the current average is 20%), there would be 36% fewer safety incidents and 12% higher profits.<sup>2</sup>

These benefits are possible even if teams work remotely. Employees in hybrid workplaces may not always be in the office at the same time, but they generally have enough flexibility to build and maintain social interactions and meaningful connections. All that any of them may need are the right tools and some deliberate opportunities.

**“Invisible threads are  
the strongest ties.”**

**—FRIEDRICH NIETZSCHE, PHILOSOPHER**

## TYPES AND CONSEQUENCES OF SOCIAL CONNECTION

Social connection is more than team members eating lunch together or socializing after hours (although those may be positive side effects). It's a sense of bonding, a feeling of belonging to a larger group, a nurturing of strong relationships. And the impact extends beyond happiness.

**Employees with strong social connections have significantly better work experiences and less burnout than those with weak social connections, as shown in the table below:**

	<b>STRONG CONNECTION</b>	<b>WEAK CONNECTION</b>
<b>Establish rapport with teammates</b>	<b>+462%</b>	<b>-82%</b>
<b>Report above-average sense of wellbeing</b>	<b>+488%</b>	<b>-83%</b>
<b>Feel united with coworkers in a common goal</b>	<b>+400%</b>	<b>-80%</b>
<b>Cope better in stressful situations</b>	<b>+202%</b>	<b>-67%</b>
<b>Produce great work</b>	<b>+169%</b>	<b>-63%</b>
<b>Experience burnout</b>	<b>-86%</b>	<b>+664%</b>

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Yet despite significant efforts, organizations have not created enough opportunities for connection either before or during the pandemic.

**The chart below shows the percentages of employees who say their organization provided team-building activities, department or company meetings, and informal socializing—pre-pandemic and in person versus while remote:**

	<b>PRE-PANDEMIC + IN PERSON</b>	<b>REMOTE</b>
<b>Team-building activities</b>	<b>52%</b>	<b>35%</b>
<b>Department meetings</b>	<b>53%</b>	<b>37%</b>
<b>Company meetings</b>	<b>55%</b>	<b>35%</b>
<b>Informal socializing (e.g., coffee, meal, etc.)</b>	<b>54%</b>	<b>27%</b>

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Without the opportunities or tools to meaningfully connect with each other, collaboration, wellbeing, and work performance suffer and burnout increases. However, connection should not be limited to coworkers and teams. To bridge socially fragmented groups, organizations must build employee connections to leaders and the organization itself.

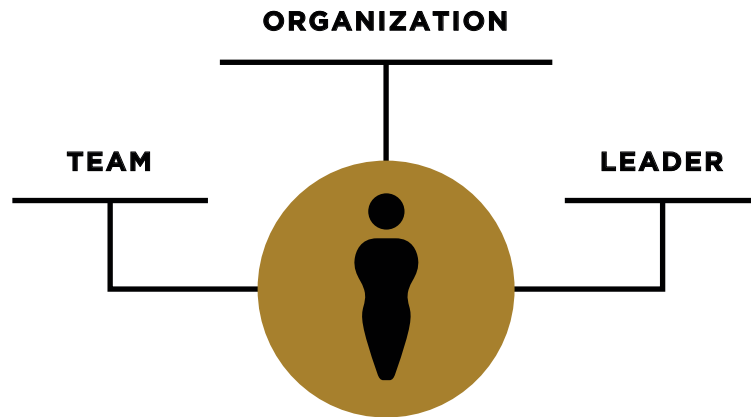


Figure 8. THE THREE RECONNECTION PRIORITIES  
Employees should focus on three types of social connection.

**“We’re human beings, and we need contact with people. Some need more and some less, but we all need it.”**

**—ANNIE MCKEE, FOUNDER, TELEOS LEADERSHIP INSTITUTE**

## **CONNECTION TO TEAM**

Employees create strong connections as team members when they value their relationships and spend time together. The connection between colleagues, especially cross-functional connections, is essential to limit the odds that employees will experience social fragmentation at work. Well-connected teams have members who are aligned in the purpose of their work and go out of their way to help one another succeed. They also recognize each other for their great work, share successes, and show they care about one another.

**When team members develop an above-average connection with each other, the probabilities of several positive outcomes increase:**

---

**8x More likely employees will produce great work**

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**5x More likely employees will be satisfied with their work experience and organizational culture**

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**11x More likely the organization thrives**

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However, teammates with below-average connections report a dramatically different employee experience. Such employees are more likely to feel misaligned on the purpose of their work and more likely to suffer from mild to severe burnout. They also score lower on engagement, as well as all six Talent Magnets (those essential elements of workplace culture that make employees want to join and stay at an organization):

**Effects of below-average connection to the team:**

<b>OUTCOMES</b>	<b>ODDS</b>
<b>Above-average engagement</b>	<b>-92%</b>
<b>Connection to direct leaders</b>	<b>-90%</b>
<b>Success</b>	<b>-90%</b>
<b>Appreciation</b>	<b>-89%</b>
<b>Opportunity</b>	<b>-88%</b>
<b>Purpose</b>	<b>-85%</b>
<b>Wellbeing</b>	<b>-66%</b>

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Additionally, there is a 3x higher likelihood that employees will leave the organization within three years if they don't feel connected to their teams. Therefore, creating and maintaining strong connections among team members should be a priority for leaders to ensure the best possible employee experience, reduce the likelihood of fragmentation, and minimize risk to the organization.



## CONNECTION TO LEADERS

Social fragmentation also occurs when employees feel disconnected from their leaders. Those who develop strong connections trust their leaders more and genuinely feel their leaders care about them as people. They're also 11x more likely to stay with their organization for at least another year and 3x more likely to stay three more years. Additionally, employees who feel connected to their leaders are more likely to rate higher on all Talent Magnets (purpose, opportunity, success, appreciation, wellbeing, and leadership).

Modern leaders naturally connect with their employees because they mentor, coach, and advocate for career development and growth rather than gatekeep and micromanage. They tend to see their employees as individuals, understand the challenges their people face, and build inclusive teams where members build strong connections that reduce feelings of isolation and odds of fragmentation. They also proactively appreciate their employees' accomplishments and share their team's successes with others. Employees with modern leaders have a 22x higher likelihood of feeling a strong connection to their leader.

### Effect of modern leadership practices on building a strong connection to the leader:

OUTCOMES	ODDS
<b>Appreciates employees and shares accomplishments with others</b>	<b>+20x</b>
<b>Advocates for employee development</b>	<b>+11x</b>
<b>Connects purpose of work with what employees value</b>	<b>+9x</b>
<b>Clearly communicates success</b>	<b>+9x</b>
<b>Introduces employees to potential mentors</b>	<b>+7x</b>

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### CASE STUDY—CONNECTING FROM A DISTANCE

The executive director of corporate communications for a leading automotive review website had worked remotely for 10 years. However, her newer colleagues didn't feel she cared about them and thought she was too abrasive. The company hired a leadership coach and helped the executive make several changes. While still working remotely, she learned to:

- Add personal touches to her emails (her main form of communication, which, because they were always quick and to the point, seemed impersonal and demanding)
- Schedule more in-person meetings with colleagues when she traveled to the office
- Make time for team dinners after work

With these changes, the executive received different results on her next 360-degree review. Her colleagues better understood her and felt more connected to her.<sup>3</sup>

**“I define connection as the energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship.”**

**—BRENÉ BROWN, AUTHOR AND SPEAKER**

## CONNECTION TO ORGANIZATION

Organizations with high social fragmentation struggle to attract, engage, and retain employees. Great organizational cultures that help employees thrive require connection. This happens when employees are proud to work at the organization and motivated to help it succeed. They also feel a sense of belonging and believe the organization provides opportunities for them to succeed personally.

When employees feel less connected to their workplace, culture, and purpose, our research shows the likelihood of great work falls 90%, the probability of burnout increases 11x, and the odds that employees will leave within three years surge 6x.

Building strong connections with teams, leaders, and the organization can empower employees and instill a sense of ownership in the company's success. When employees feel connected to all three, they are 11x more likely to stay at their organization for another three years, and both employees and their organization are more likely to thrive:

	<b>STRONG CONNECTION TO TEAM</b>	<b>STRONG CONNECTION TO LEADER</b>	<b>STRONG CONNECTION TO ORGANIZATION</b>	<b>STRONG CONNECTION TO ALL THREE</b>
Satisfied with the employee experience	+6x	+8x	+11x	+71x
Satisfied with their organization's culture	+5x	+7x	+9x	+37x
Produce great work	+8x	+9x	+10x	+30x
Experience burnout	-86%	-90%	-90%	-96%

2022 GLOBAL CULTURE STUDY, O.C. TANNER INSTITUTE

## RECOMMENDATIONS

To foster true social connection at work and avoid the harm of fragmentation, leaders should ensure employees have and embrace a purpose in their work and receive recognition regularly—two hallmarks of modern leadership.

### 1 Expand and deepen team ties

Provide opportunities for social connection during regular work hours. Having drinks after work can be fun, but some employees may not be available or feel comfortable, which could increase fragmentation and make connection even more challenging.

Hold company-sponsored events for team building, including cross-functional teams, to help prevent or reduce the odds of fragmentation. When employees get to know each other personally, the likelihood that they'll feel an above-average connection to their teammates increases 42x.






**CASE STUDY—CONNECTING BEYOND THE ZOOM HAPPY HOUR**

Creating team connection is about both work and fun. Two innovative companies take unique approaches:

1. Health insurance marketplace Covered California holds a series of cross-division employee workshops called Collaborative Community to improve teams and find better ways to work.

“One of the most important takeaways from the workshops was revealing how our day-to-day work often touches other divisions in ways that might not occur to us. Those touch points have created opportunities for learning, growth, and improvement every day,” says Deputy Director Kami Keszler.





Since implementing these workshops, the company has seen:

- Increased levels of morale and pride
- Greater efficiency from streamlined processes and fewer redundancies
- More effective horizontal and vertical communication
- Better decision-making and sharing of best practices
- Higher levels of satisfaction with service<sup>4</sup>

2. Udacity, the online vocational training company, knows that when teams have fun, they're more likely to trust each other and collaborate. It schedules weekly team exercise time and makes every other Friday a themed day, where employees dress up to match a theme like Oscar Night, Panda Day, or Fancy Feet Day.<sup>5</sup>

Peer-to-peer recognition also builds connection to the team. Case in point: when teams celebrate birthdays and work anniversaries, the odds of an above-average connection between team members improve 11x. Likewise, when recognition for great work and extra effort is a consistent part of everyday culture, the odds increase 15x.

Finally, focus on creating an inclusive culture. When employees can be their true selves at work, there's a far better chance (20x) they'll feel an above-average connection to the team. And when new hires feel supported and included from day one, the odds are 12x better.

## 2 Strengthen relationships between people and their leaders

The better leaders know their people, the stronger the connection to them can be. So, encourage managers to get to know their employees as individuals. Some proven methods:

**Hold regular one-to-ones.** Even if done virtually, frequent one-to-one conversations help leaders better understand what employees are working on and how they're feeling, plus they provide time for appreciation, mentorship, and connection. One-to-ones can also identify potential risks of fragmentation. For example, when employees feel leaders make time for them, they are 7x more likely to have an above-average connection with their leader.

**Give recognition.** Ongoing recognition demonstrates leaders see and value what and how their employees contribute, and making recognition a priority requires leaders to pay more attention. Whether it's recognition for extra effort or a rare accomplishment—or just a simple thank-you—showing appreciation builds a connection between employees and leaders at all levels. When



**A strong connection to team,  
leader, and organization leads to  
much greater odds that:**

---

**Employees will produce  
great work** **+2,915%**

---

**Employees will be  
Promoters on the eNPS scale** **+2,211%**

---

**Employees will be satisfied  
with their employee  
experience** **+2,091%**

---

**Employees are planning  
to stay with the organization  
six years or more** **+175%**

---

**It also decreases the likelihood of  
employee burnout by 96%**

## CASE STUDY—CONNECTING EVERYTHING AT CISCO

The Cisco People Deal is an agreement between the networking technology company and its employees to create a strong workplace culture. The deal has three directives—connecting everything, innovating everywhere, and benefiting everyone.

Part of the People Deal is building a conscious culture, where employees understand the impact “every employee has on one another and on the teams they are a part of. This includes the environment employees work in, the unique characteristics that make Cisco what it is, and the experience employees create in the work they do every day,” explains Scott Herpolsheimer, Director of Team Success.

To do this, Cisco encourages strong, authentic connections between teams and leaders using technology that reminds employees to check in frequently and prompts conversations. The team activation platform measures engagement levels, provides topics for discussion, and helps track check-ins. Data show engagement levels of employees who don’t check in drop 13% within six months. This opportunity for connection between employees and leaders is an essential part of helping Cisco employees feel connected to everything at the organization.<sup>6</sup>

recognition is a part of everyday culture and leaders use it formally (e.g., work anniversaries, everyday effort, and above-and-beyond programs), the odds of having an above-average connection with those leaders increase 25x.

**Develop modern leadership skills.** Modern leadership builds connections with employees and reduces fragmentation because it's more inclusive and embraces employees' intersectional identities. Modern leaders are 4x more likely to have an aspirational (very high) level of connection with their people.

### **3** **Connect people to the organization**

The best way to accomplish this type of connection is to rally them around what they have in common. Organizations reduce social fragmentation when they frequently communicate a collective goal and help employees understand how their work makes it possible. Celebrating company milestones and achievements, tying employees' work to the organization's purpose, and giving them ownership of the company's success create strong bonds among people. Employees who connect to purpose are 20x more likely to have an aspirational connection to their organization.

Additionally, celebrate success together. Whether it's the company's 20th anniversary, an ambitious sales target, or a new product launch, show employees how their contributions helped achieve it.

Be clear and communicate how each employee's work furthers your organization's purpose and why what they do matters. Empower them to make decisions and play key roles in the company's future. When employees feel they are a crucial part of an organization's success and they are doing important work, they start to feel more connected and are less likely to feel left out.

## CONNECTION—KEY TAKEAWAYS

Disconnection and social fragmentation threaten teams and organizational culture.

Employees must feel connected to their team, leader, and organization to thrive at work.

Organizations should actively create opportunities for connection, both in person and remote.

Recognition, modern leadership, and purpose have a significant impact on building connection and preventing social fragmentation.

### Connection Sources

1. "The Neuroscience of Trust," Paul J. Zak, Harvard Business Review, January 2017.
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5. "6 Companies that Get Teamwork Right," Kasey Fleisher Hickey, Asana's Wavelength, 2014.
6. "How The 'Best Companies To Work For' Engage Employees And Retain Top Talent," Dana Brownlee, Forbes, September 4, 2019.

# Conclusion





The value of Human Resources is on the rise (again).





## CONCLUSION

The Covid-19 crisis revealed in sharp detail the importance of people in our organizations. And, as the workplace evolves, so does the role of Human Resources. Leena Nair, Chief Human Resources Officer at Unilever, puts it this way, “Human capital is as important as financial capital.” Without it, nothing happens.

HR was once seen as the department to hire and fire people, keep track of employee records and benefits, and handle the odd personnel issues. Responsibilities grew to include attracting and retaining talent, developing leaders, managing performance, and nurturing employee engagement and workplace culture. During the pandemic, HR’s role expanded further as it communicated changes, upheld health and safety protocols, and helped employees who got sick or needed extra leave to care for family. HR leaders also navigated layoffs and furloughs, and now they shepherd the return to offices.

But the scope and complexity of HR today is only a fraction of what the future holds. As HR teams continue to design many of the experiences that employees need to thrive, they will carry the torch to build inclusion, prevent burnout, keep people connected, and inspire great work. They'll also lead the way for employers to become more flexible and agile to meet new needs.

Organizations that don't keep pace with HR's evolving role—by providing appropriate support and influence—ignore HR's potential at their own peril. Conversely, those who champion HR take large steps toward ensuring business success. A few such steps to consider:

**1. Deliberately define HR's role in your culture**

Is HR about policies and compliance? Or is it the architect of your workplace culture? If HR is a strategic asset, be sure to give it the resources it needs to develop skills and transition from tasks to consulting.

**2. Treat culture initiatives as company initiatives, not HR projects** When initiatives like inclusion, wellbeing, and recognition are seen as company initiatives, leaders and employees are more likely to adopt, use, and value them.

**3. Utilize data and insights to make better decisions**

Invest in technology to collect employee feedback, see who's getting recognized and promoted, and understand how employees are performing. This technology helps HR teams identify people with high potential, intervene when employees struggle, and develop more targeted strategies to improve the employee experience.

**4. Empower HR leaders to make changes**

Give them a seat at the most important tables and the authority to make decisions. Let them run with their ideas. For example, if you want to build an inclusive workplace, do more than preach it. Allow HR to set policies, require training, and hold leaders accountable for building inclusive environments.

Human Resources now plays an even more pivotal role in the employee experience, workplace culture, and business prosperity. If there's ever been a year to celebrate and elevate these professionals, this is it.

We wish you every success as you rethink the guiding principles of your current workplace culture and find the answers and inspiration to create a smarter, stronger one.

**“Whatever you decide,  
one thing is certain: it’s a  
fascinating time to be an  
HR leader. And it’s never  
been clearer that we are  
truly creating the future of  
work as we go.”**

**—JOSH BERSIN, INDUSTRY ANALYST**

## **METHODOLOGY**

The O.C. Tanner Institute uses multiple research methods to support the Global Culture Report, including interviews, focus groups, cross-sectional surveys, and a longitudinal survey.

Qualitative findings came from 16 focus groups and 85 interviews among employees and leaders of larger organizations. The groups and interviews were held throughout 2020 and 2021, each representing various types of employers, including both private and public entities.

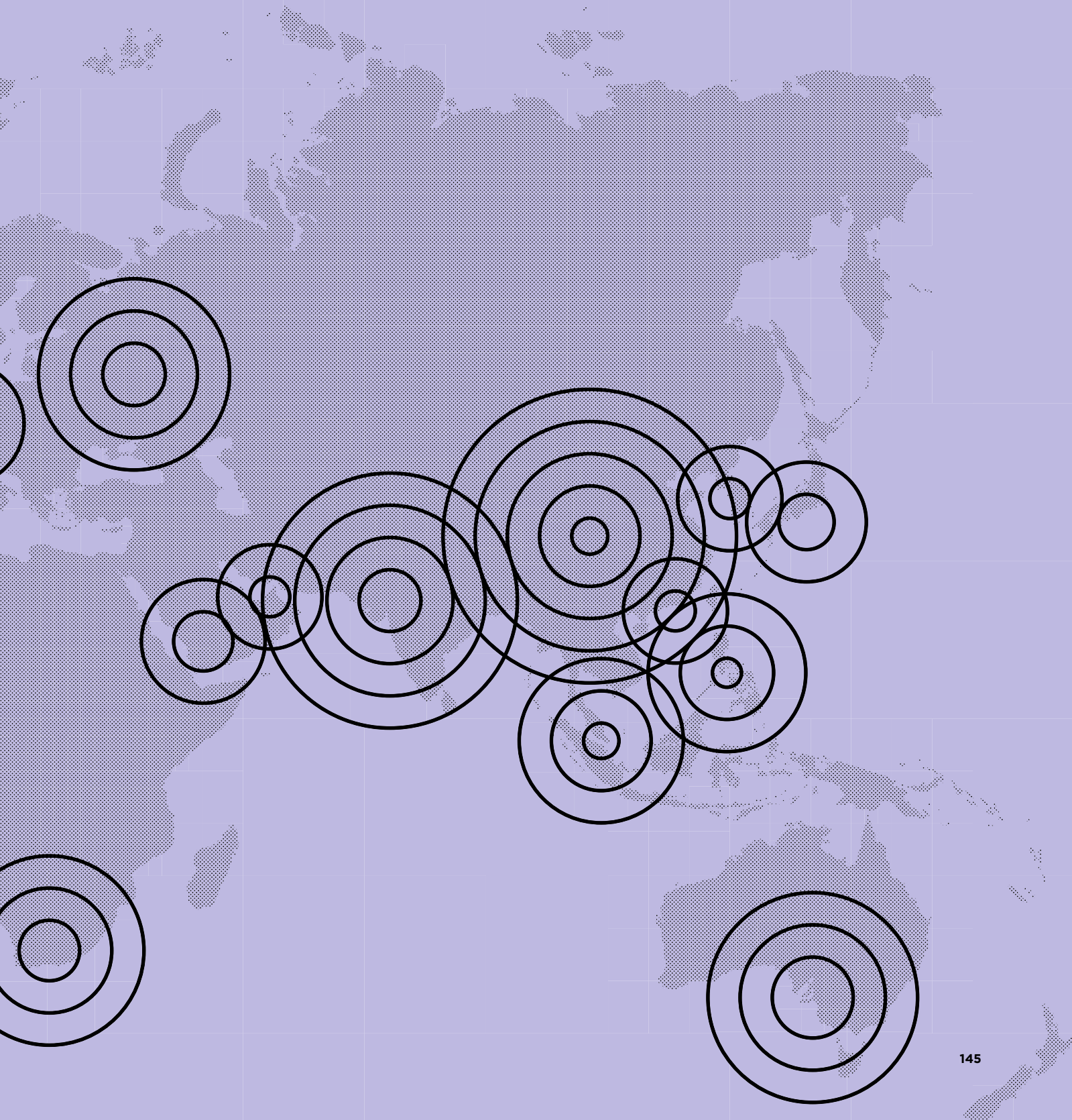
Quantitative findings came from online survey interviews administered to employees across Argentina, Australia, Brazil, Canada, China, France, Germany, Hong Kong, India, Japan, Mexico, the Netherlands, Philippines, Russia, Saudi Arabia, Singapore, South Africa, South Korea, the United Arab Emirates, the United Kingdom, and the United States. The total sample size was 38,177 workers at companies with 500+ employees. The O.C. Tanner Institute collected and analyzed all survey data. This sample is sufficient to generate meaningful conclusions about the cultures of organizations in the included countries. However, because the study does not include population data, results are subject to statistical errors customarily associated with sample-based information.

All figures, unless otherwise stated, are from the O.C. Tanner Institute.

# Global Appendix



Talent Magnet index scores and workplace culture outcomes across the world.



UNITED STATES

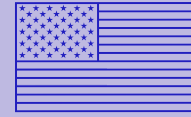
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**77** BURNOUT

**61** RECOGNITION INTEGRATION

**61** MODERN LEADERSHIP



**60%**

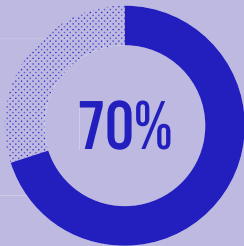
of employees in the United States regularly produce great work

**69%**

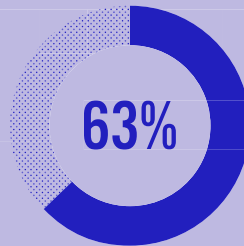
of employees in the United States are engaged

## USA

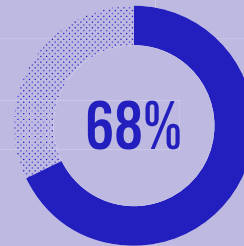
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to the United States:



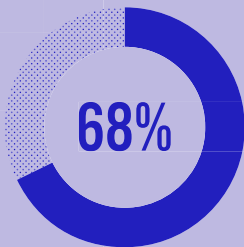
EMPLOYEE SENSE OF PURPOSE



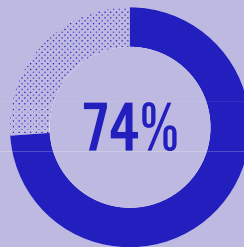
EMPLOYEE SENSE OF OPPORTUNITY



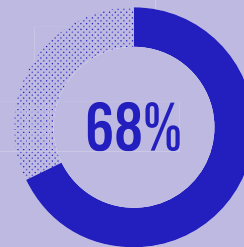
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP



CANADA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**77** BURNOUT

**30** RECOGNITION INTEGRATION

**36** MODERN LEADERSHIP



**37%**

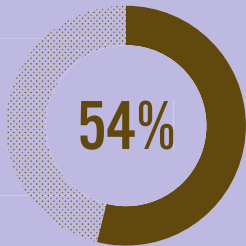
of employees in Canada regularly produce great work

**46%**

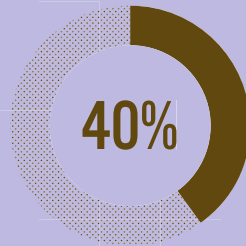
of employees in Canada are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Canada:

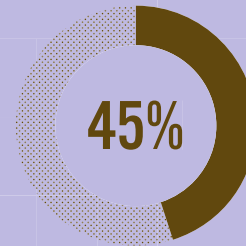
# CAN



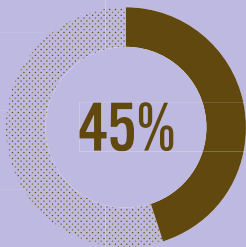
EMPLOYEE SENSE OF PURPOSE



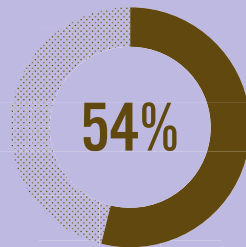
EMPLOYEE SENSE OF OPPORTUNITY



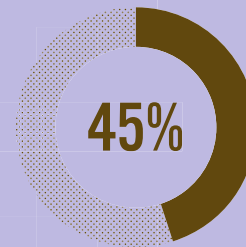
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

MEXICO

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**54** BURNOUT

**67** RECOGNITION INTEGRATION

**49** MODERN LEADERSHIP



**61%**

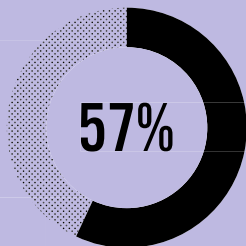
of employees in Mexico regularly produce great work

**63%**

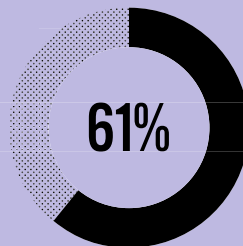
of employees in Mexico are engaged

# MEX

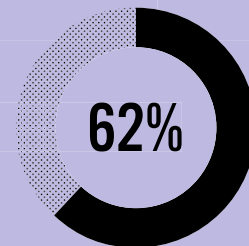
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Mexico:



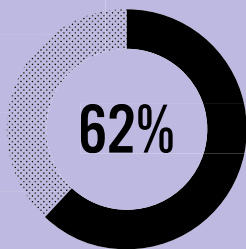
EMPLOYEE SENSE OF PURPOSE



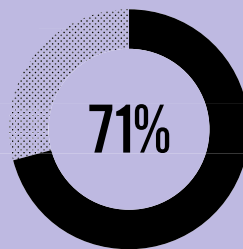
EMPLOYEE SENSE OF OPPORTUNITY



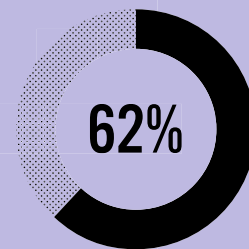
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

BRAZIL

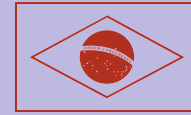
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**51** BURNOUT

**61** RECOGNITION INTEGRATION

**58** MODERN LEADERSHIP



**55%**

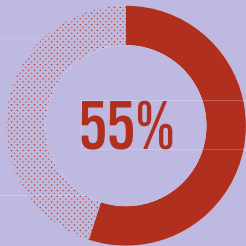
of employees in Brazil regularly produce great work

**57%**

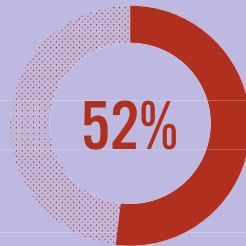
of employees in Brazil are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Brazil:

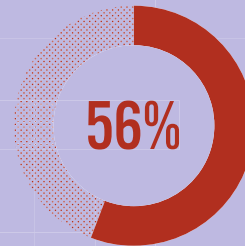
# BRA



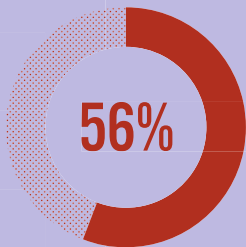
EMPLOYEE SENSE OF PURPOSE



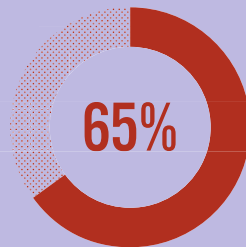
EMPLOYEE SENSE OF OPPORTUNITY



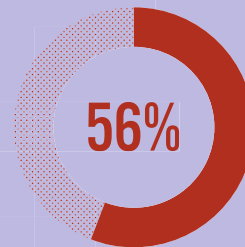
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

ARGENTINA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**67** BURNOUT

**45** RECOGNITION INTEGRATION

**30** MODERN LEADERSHIP

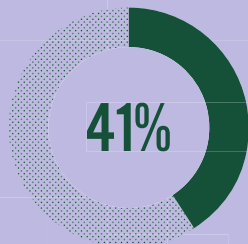


**37%**  
of employees  
in Argentina regularly  
produce great work

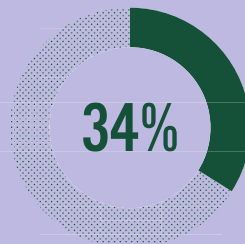
**33%**  
of employees  
in Argentina are  
engaged

## ARG

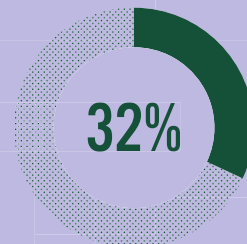
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Argentina:



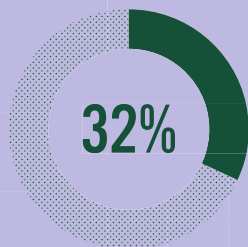
EMPLOYEE SENSE OF PURPOSE



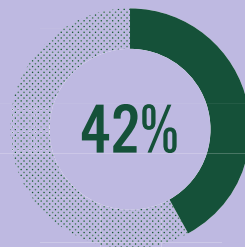
EMPLOYEE SENSE OF OPPORTUNITY



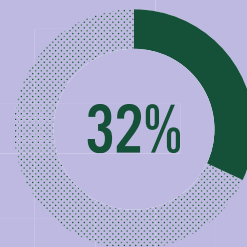
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

UNITED KINGDOM

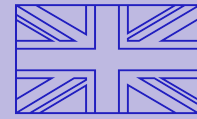
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**73** BURNOUT

**31** RECOGNITION INTEGRATION

**38** MODERN LEADERSHIP



**35%**

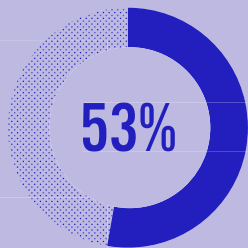
of employees in the United Kingdom regularly produce great work

**42%**

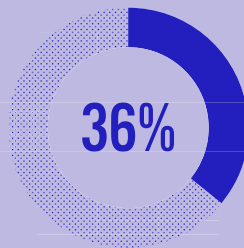
of employees in the United Kingdom are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to the United Kingdom:

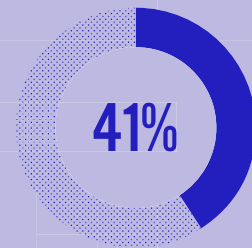
# GBR



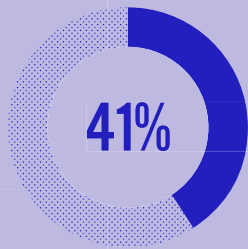
EMPLOYEE SENSE OF PURPOSE



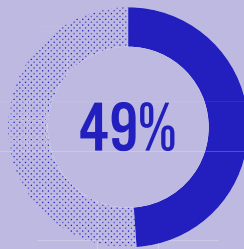
EMPLOYEE SENSE OF OPPORTUNITY



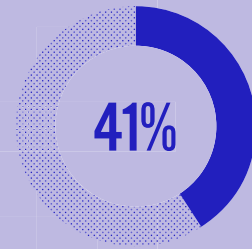
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

FRANCE

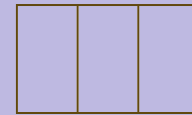
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**71** BURNOUT

**34** RECOGNITION INTEGRATION

**34** MODERN LEADERSHIP



**31%**

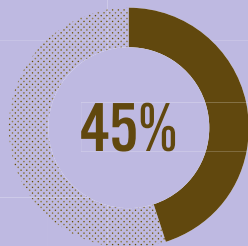
of employees in France regularly produce great work

**33%**

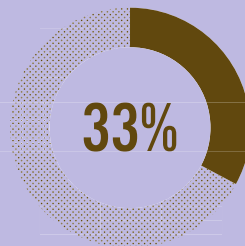
of employees in France are engaged

## FRA

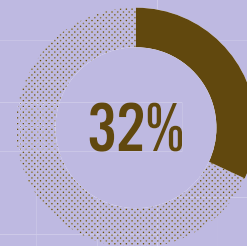
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to France:



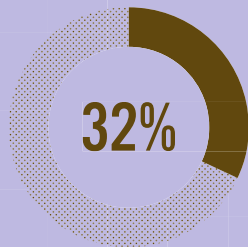
EMPLOYEE SENSE OF PURPOSE



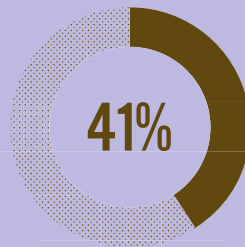
EMPLOYEE SENSE OF OPPORTUNITY



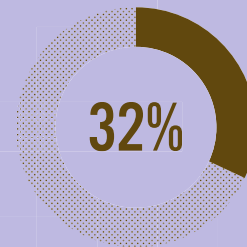
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

GERMANY

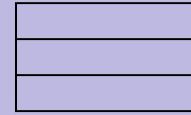
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**65** BURNOUT

**39** RECOGNITION INTEGRATION

**34** MODERN LEADERSHIP



**30%**

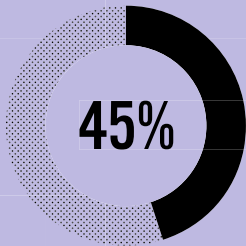
of employees in Germany regularly produce great work

**40%**

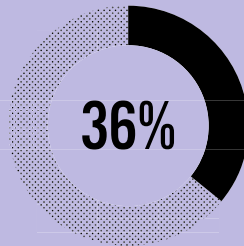
of employees in Germany are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Germany:

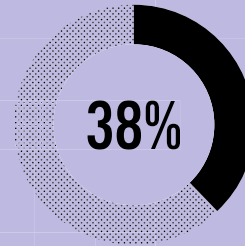
# DEU



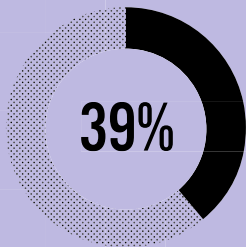
EMPLOYEE SENSE OF PURPOSE



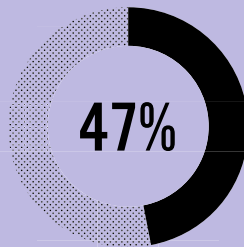
EMPLOYEE SENSE OF OPPORTUNITY



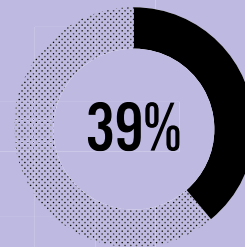
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP



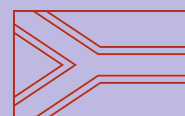
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**66** BURNOUT

**39** RECOGNITION INTEGRATION

**49** MODERN LEADERSHIP

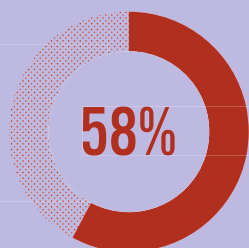


**62%**  
of employees in South Africa regularly produce great work

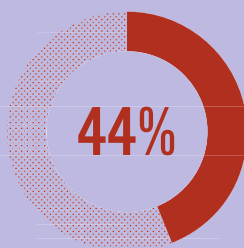
**54%**  
of employees in South Africa are engaged

## ZAF

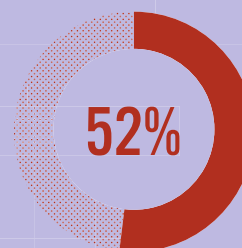
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to South Africa:



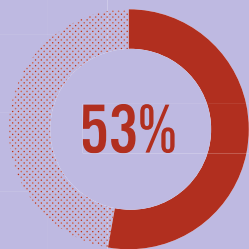
EMPLOYEE SENSE OF PURPOSE



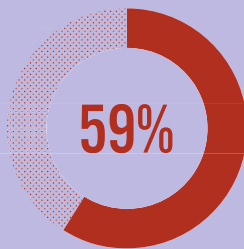
EMPLOYEE SENSE OF OPPORTUNITY



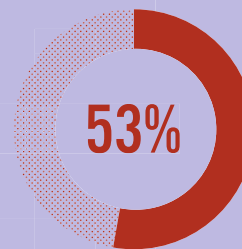
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

RUSSIA

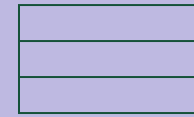
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**77** BURNOUT

**48** RECOGNITION INTEGRATION

**53** MODERN LEADERSHIP



**28%**

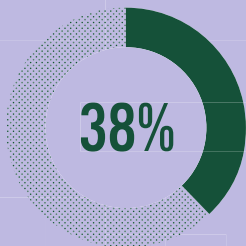
of employees in Russia regularly produce great work

**36%**

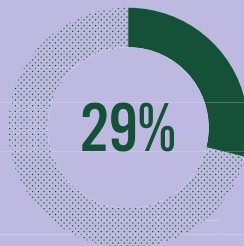
of employees in Russia are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Russia:

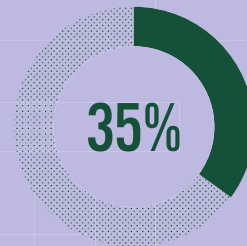
# RUS



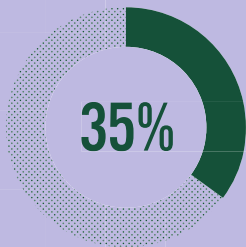
EMPLOYEE SENSE OF PURPOSE



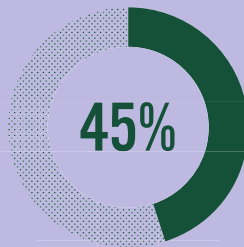
EMPLOYEE SENSE OF OPPORTUNITY



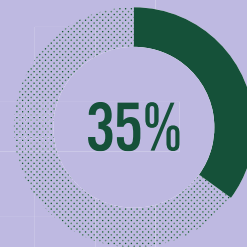
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**77** BURNOUT

**52** RECOGNITION INTEGRATION

**52** MODERN LEADERSHIP

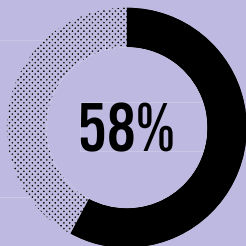


**60%**  
of employees in Saudi Arabia regularly produce great work

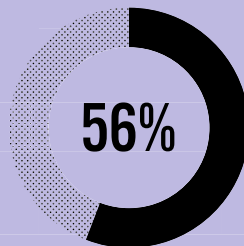
**60%**  
of employees in Saudi Arabia are engaged

## SAU

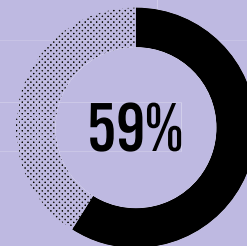
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Saudi Arabia:



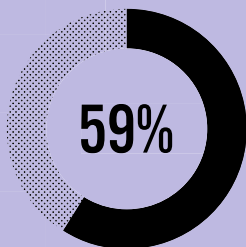
EMPLOYEE SENSE OF PURPOSE



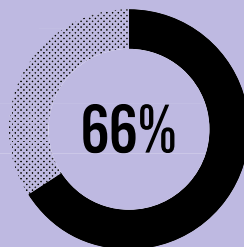
EMPLOYEE SENSE OF OPPORTUNITY



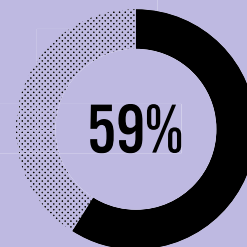
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

UNITED ARAB EMIRATES (UAE)

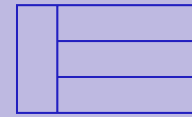
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**85** BURNOUT

**41** RECOGNITION INTEGRATION

**53** MODERN LEADERSHIP



**58%**

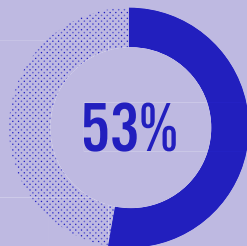
of employees in the UAE regularly produce great work

**56%**

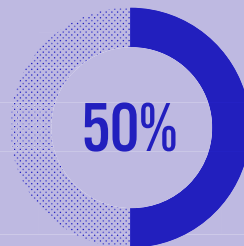
of employees in the UAE are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to the United Arab Emirates:

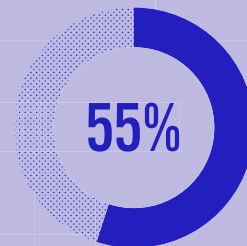
# ARE



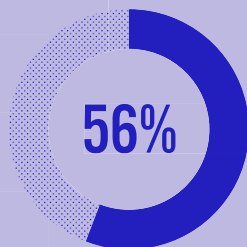
EMPLOYEE SENSE OF PURPOSE



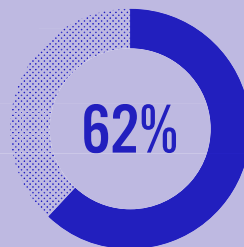
EMPLOYEE SENSE OF OPPORTUNITY



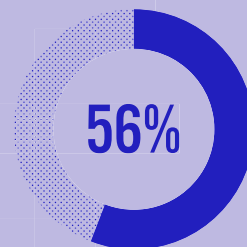
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING

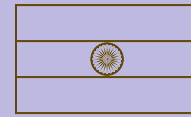


EMPLOYEE SENSE OF LEADERSHIP

INDIA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year



**94** BURNOUT

**80** RECOGNITION INTEGRATION

**76** MODERN LEADERSHIP

**83%**

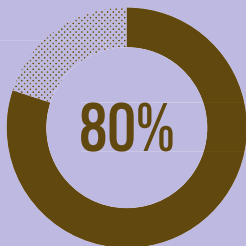
of employees in India regularly produce great work

**82%**

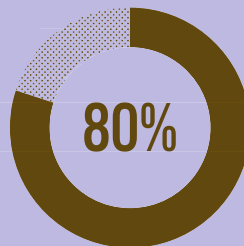
of employees in India are engaged

## IND

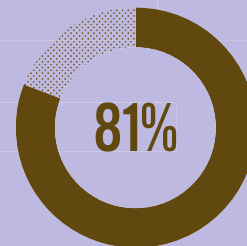
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to India:



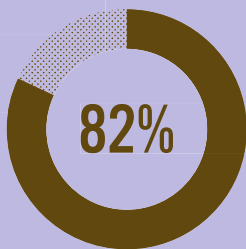
EMPLOYEE SENSE OF PURPOSE



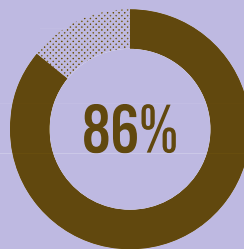
EMPLOYEE SENSE OF OPPORTUNITY



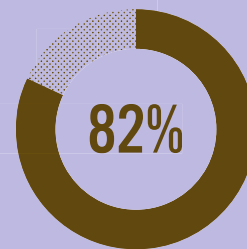
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

CHINA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

65 BURNOUT

66 RECOGNITION INTEGRATION

46 MODERN LEADERSHIP



66%

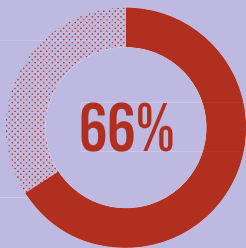
of employees in China regularly produce great work

64%

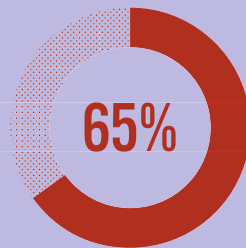
of employees in China are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to China:

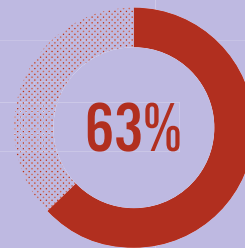
# CHN



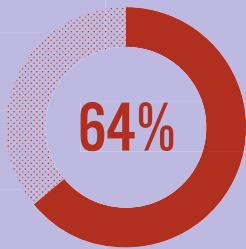
EMPLOYEE SENSE OF PURPOSE



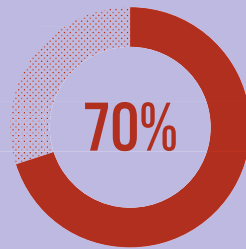
EMPLOYEE SENSE OF OPPORTUNITY



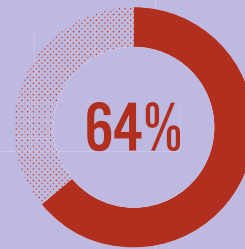
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

JAPAN

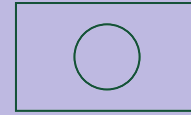
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**83** BURNOUT

**19** RECOGNITION INTEGRATION

**25** MODERN LEADERSHIP



**16%**

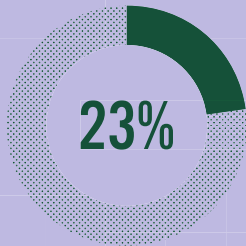
of employees in Japan regularly produce great work

**13%**

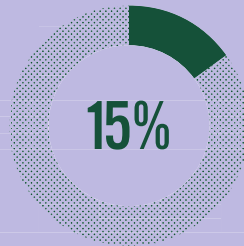
of employees in Japan are engaged

## JPN

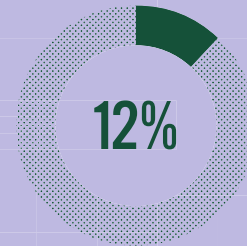
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Japan:



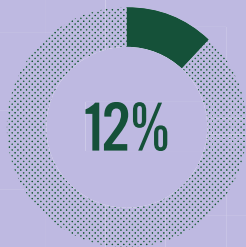
EMPLOYEE SENSE OF PURPOSE



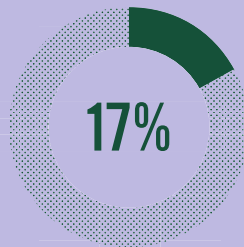
EMPLOYEE SENSE OF OPPORTUNITY



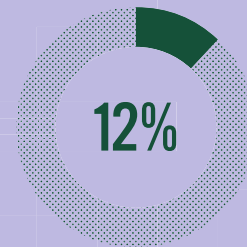
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP



HONG KONG

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**82** BURNOUT

**34** RECOGNITION INTEGRATION

**44** MODERN LEADERSHIP



**45%**

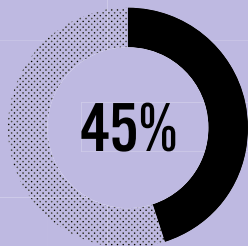
of employees in Hong Kong regularly produce great work

**42%**

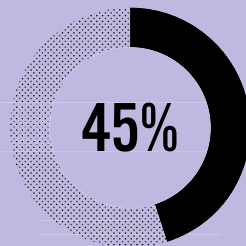
of employees in the Hong Kong are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Hong Kong:

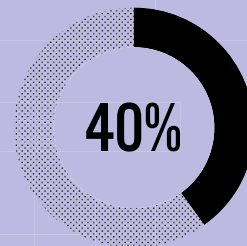
# HKG



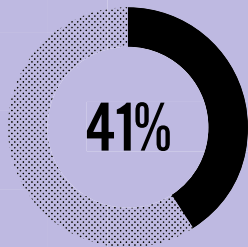
EMPLOYEE SENSE OF PURPOSE



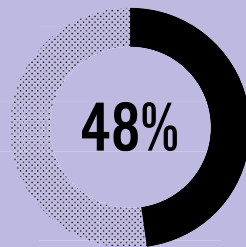
EMPLOYEE SENSE OF OPPORTUNITY



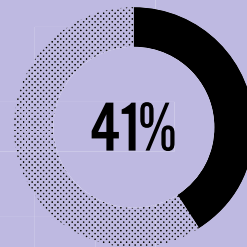
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

SOUTH KOREA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**79** BURNOUT

**35** RECOGNITION INTEGRATION

**43** MODERN LEADERSHIP



**37%**

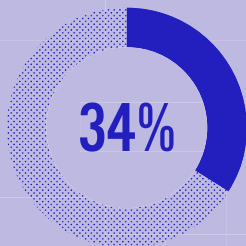
of employees in South Korea regularly produce great work

**28%**

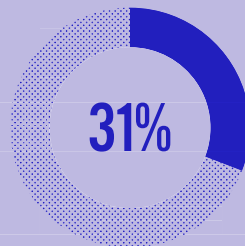
of employees in South Korea are engaged

## KOR

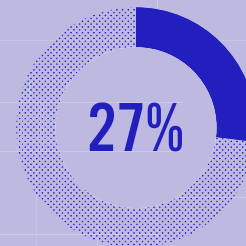
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to South Korea:



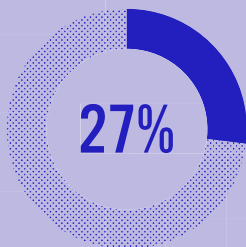
EMPLOYEE SENSE OF PURPOSE



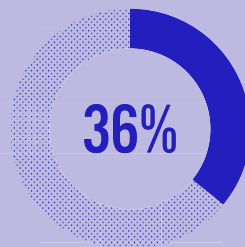
EMPLOYEE SENSE OF OPPORTUNITY



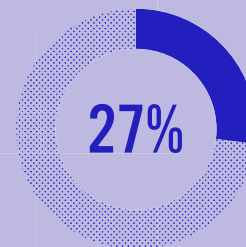
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

PHILIPPINES

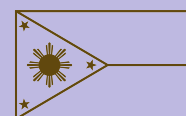
# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**79** BURNOUT

**52** RECOGNITION INTEGRATION

**55** MODERN LEADERSHIP



**66%**

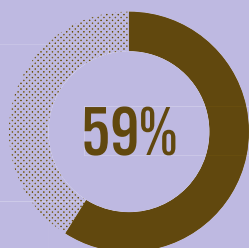
of employees in the Philippines regularly produce great work

**64%**

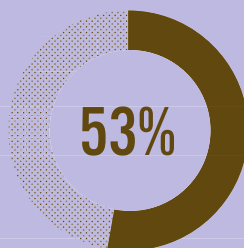
of employees in the Philippines are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Philippines:

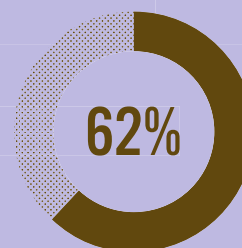
# PHL



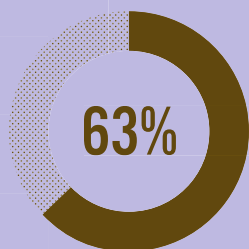
EMPLOYEE SENSE OF PURPOSE



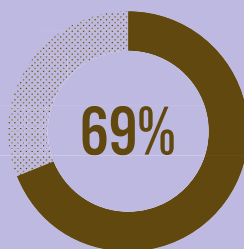
EMPLOYEE SENSE OF OPPORTUNITY



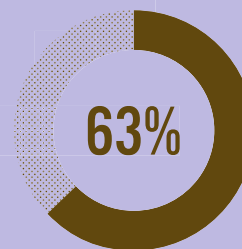
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

SINGAPORE

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**84** BURNOUT

**36** RECOGNITION INTEGRATION

**44** MODERN LEADERSHIP

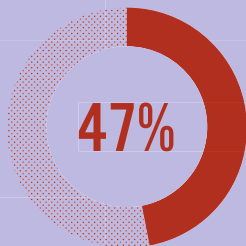


**50%**  
of employees  
in Singapore regularly  
produce great work

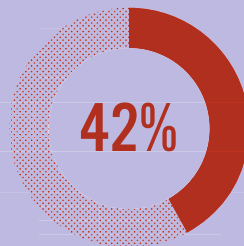
**45%**  
of employees  
in Singapore are  
engaged

## SGP

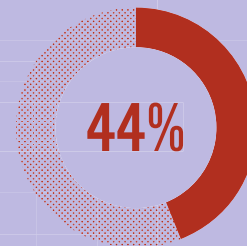
The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Singapore:



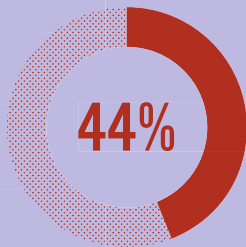
EMPLOYEE SENSE OF PURPOSE



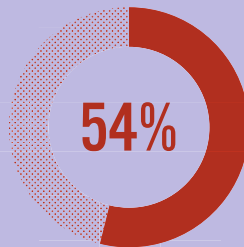
EMPLOYEE SENSE OF OPPORTUNITY



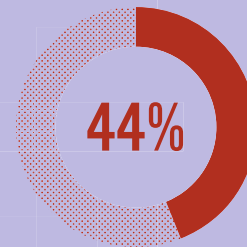
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

AUSTRALIA

# SCORECARD

Average scores in three key areas organizations should focus on in the next year

**78** BURNOUT

**53** RECOGNITION INTEGRATION

**54** MODERN LEADERSHIP



**50%**

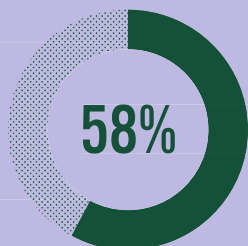
of employees in Australia regularly produce great work

**58%**

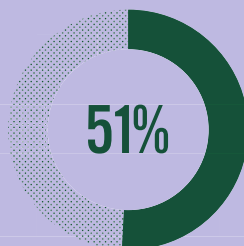
of employees in Australia are engaged

The six Talent Magnets continue to provide a clear window into the state of workplace cultures around the world. Below are the scores specific to Australia:

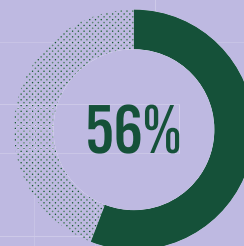
# AUS



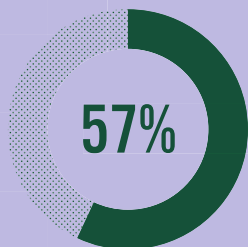
EMPLOYEE SENSE OF PURPOSE



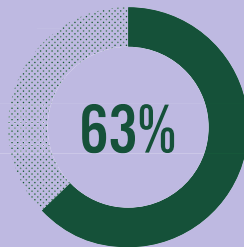
EMPLOYEE SENSE OF OPPORTUNITY



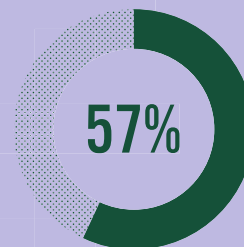
EMPLOYEE SENSE OF SUCCESS



EMPLOYEE SENSE OF APPRECIATION



EMPLOYEE SENSE OF WELLBEING



EMPLOYEE SENSE OF LEADERSHIP

The O.C. Tanner Institute is a widely respected research and education team focused on delivering valuable insights that help people thrive at work. Our oft-cited data on corporate culture, employee recognition, leadership, and wellbeing opens hearts and minds, inspires change, and empowers organizations everywhere to intentionally create healthy, productive workplace cultures by design. Such cultures drive innovation, engage talent, and deliver on corporate goals.

O.C. Tanner is the global leader in software and services that improve workplace culture through a wide variety of meaningful employee experiences. Our Culture Cloud is a suite of apps and integrations for recognition, team initiatives, wellbeing, and leadership that help shape thriving cultures everywhere. We proudly connect people to purpose, accomplishment, and one another at thousands of the world’s most respected companies.

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