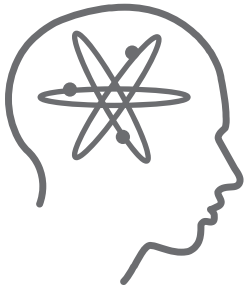




# THE ESSENCE OF EMPLOYEE ENGAGEMENT

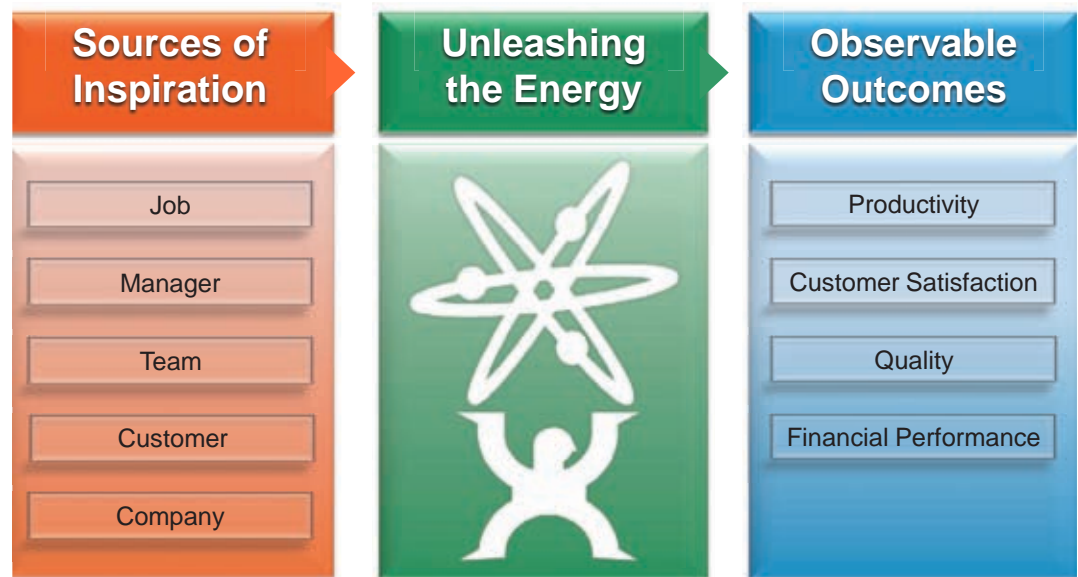


Engagement is often defined as a sense of belonging, loyalty or an emotional attachment to the company or a particular job. While this strong emotional bond is important, it is quite possible for an employee to feel a sense of belonging or create an attachment for a variety of reasons, none of which have to do with engagement. If, for example, the company offers excellent benefits or pays well for the type of work performed an employee may feel a sense of loyalty to the company. They may be quick to recommend the company to others because the work is easy and the benefits are good. Common sense tells us that this is not the profile of an “engaged” employee. Many organizations are confounding their measures of engagement with attachment or loyalty issues. If an engagement index includes questions of overall satisfaction, intent to stay, and recommending the company as a good place to work, a key driver analysis of engagement may yield very misleading results. Employees may be staying for the wrong reasons and employees who are staying may not be your most engaged!



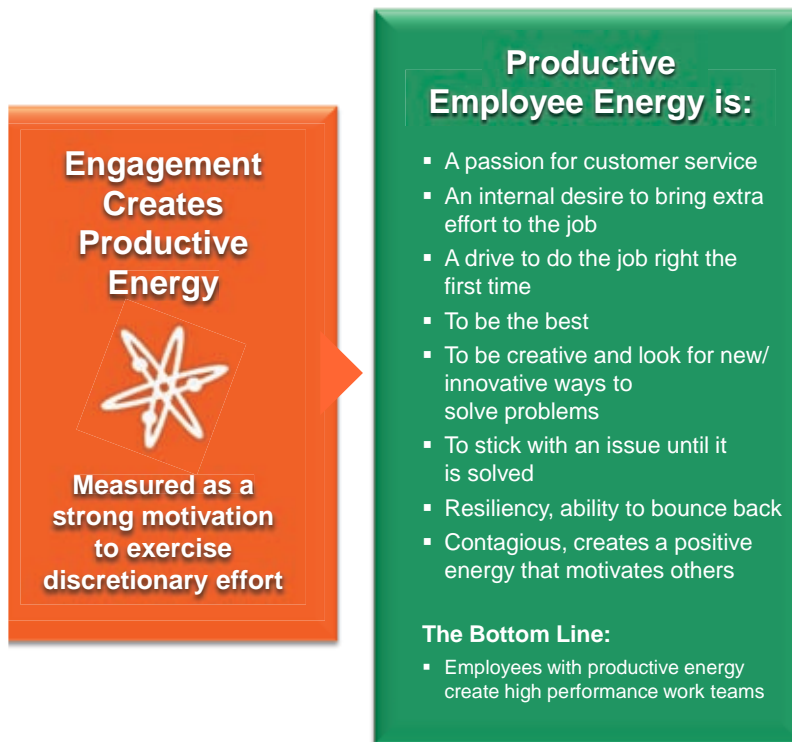
# THE ESSENCE OF EMPLOYEE ENGAGEMENT

At TNS, we believe the essence of employee engagement is energy, more specifically productive energy. Engaged employees are those that go above and beyond the call of duty. They provide exceptional service to your customers, produce superior quality work, exercise initiative, take ownership of their work responsibilities, help their co-workers out when they need assistance, etc. These are the specific behaviors most likely to produce measurable business results, such as satisfied customers, product innovations, creative solutions, profits and growth. The dilemma for many organizations is how to tap or unlock that productive energy. The key to engaging employees and unlocking the kind of energy that can take an organization to a higher level of success is leadership – inspiring leadership. Inspiring leaders can be found at all levels of the organization. Senior leaders, managers, co-workers and even customers can be sources of inspiration and encouragement for employees.



# PRODUCTIVE ENERGY

Senior leaders must articulate an inspiring vision for the organization; not one that just states the financial objectives or a desire to be #1 in the industry, but a meaningful vision that employees can get excited about and rally around. Senior leaders must also identify the means of achieving the vision – how the organization is going to achieve the goals and objectives - and help clear the obstacles that may stand in the organization’s way of achieving success.

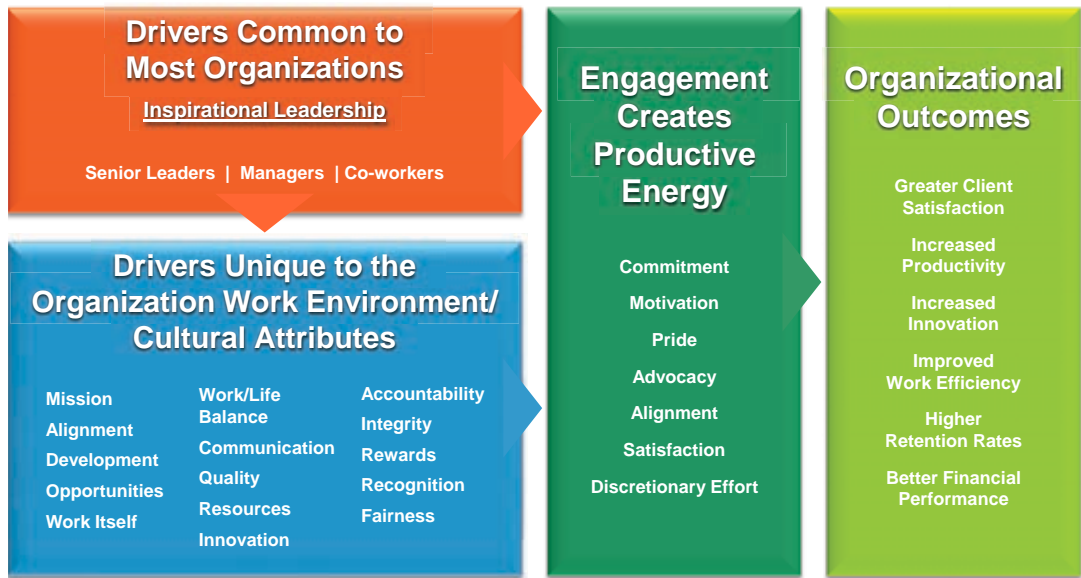




# EMPLOYEES WITH PRODUCTIVE ENERGY CREATE HIGH PERFORMANCE WORK TEAMS

Managers play a critical role in supporting, coaching, encouraging, and inspiring employees to excel. This includes helping employees understand how they fit into the larger organizational picture and creating a sense of alignment so employees know how the work they do impacts the organization’s vision, goals and strategies. Inspiring managers are those that lead by example; that show energy and enthusiasm; that demonstrate by their actions what is valued by the organization.

Coworkers are another source of inspiration. They provide encouragement and support. They help each other out when needed. An engaged team is one whose team members have a balance of skills and talents needed to meet customer expectations and complement each other.



## About TNS Employee Insights

### DISCOVER A Changing World, New Territories, New Opportunities and Higher Business Performance

We deliver customized employee and customer surveys that measure the vital link between employee engagement, customer satisfaction and business performance. We help large organizations identify specific attitudes and behaviors that impact their bottom lines and convert survey data into actions that enhance both employee and company performance.

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