

# Best Practices White Paper



Insights to help move  
the performance needle

**Assess Needs**

**Grow Revenue**

**Satisfy Customers**

**Create Leaders**

**Manage People**

**Optimize Projects**

**Measure Results**



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## Are You Aimlessly Engaging Employees?

By Russ Silva, Executive Vice President, Enterprise Solutions

**Studies show that engaged workers are over 40% more productive and effective than their unengaged counterparts. At the same time a whopping 70% of the workforce is at best complacent and at worst actively disengaged.**

While Employee Engagement has garnered considerable interest in the last few years, we believe that few companies have scratched the surface of the impact that Employee Engagement efforts can have on a company's bottom line. There are two primary reasons for this:

- 1. The Pursuit of Aimless Engagement**
- 2. A Contingent Action Strategy**

Most companies approach Employee Engagement similarly to how they have approached employee satisfaction, pulse, or opinion surveys. They identify the lowest scoring areas and pursue corresponding actions to "improve" those areas. This approach is also fostered by most survey companies who are new to the Employee Engagement survey arena and provide little in the way of real engagement solutions.

LSA believes that an effective Employee Engagement initiative must be strategic, systemic, and focus on implementation from the beginning. Our consulting roots in employee retention and engagement have shown that there are proven approaches and fundamental practices that drive engagement.

Companies that have realized the most significant benefits from Employee Engagement have made it an organizational discipline. The following 4 Best Practices in Employee Engagement will help you do the same and ensure that your company's investment in Employee Engagement produces a meaningful return:

- 1. Identify Employee Engagement's Role in Your Business Strategy**

Clearly identify what you want people to engage in and the role of Employee Engagement in the company's business strategy. Connecting people with the organization's business strategy is a key foundation for Employee Engagement. This role should be a central focus in the design, execution, and measurement of your Employee Engagement program.

- 2. Focus on Implementation First, Then the Survey**

Look for a solution that provides a breadth of training and support around methods, practices, and tools that have a track record for increasing engagement. Too often companies jump into selecting "the right survey" without considering solutions that will support effective implementation and attainment of engagement results. The extent of implementation for most survey companies is a generic PowerPoint presentation on what to do with the results.

- 3. Select a Survey Tool that Enables Management Action**

Customize your survey to answer important organizational questions and identify engagement drivers that are most important to your people. Standardized or abbreviated surveys will require additional information gathering before your organization's leaders can consider action.

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#### 4. **Make the Employee Engagement Index a Key Performance Indicator**

Your engagement index is the equivalent of your company's stock price and market capitalization for people. It is the cumulative result of leading and managing people in a way that produces higher performance and should be used as an annual litmus test to judge the effectiveness of HR programs, particularly your Employee Engagement initiative.

LSA Global and its partners are pioneers in the field of employee retention and engagement. In the mid-90's they began consulting with companies to help them address high turnover. As part of their work, they created one of the first Retention Assessment Surveys to identify a company's retention risk and management practices that increased retention. In developing this instrument they reviewed over 120 studies related to the topic of employee turnover. That review identified Managers as having the most influence on employees' decisions and isolated 72 items measuring aspects of managerial behavior that had been validated to have the greatest influence on retention.

This survey was further validated in a landmark research study with 16 different organizations representing seven different industries during late 1997 and early 1998. Participating companies represented the following industries: high technology, telecommunications, pharmaceuticals, biotechnology, healthcare, wholesale, and publishing. Data was collected and analyzed according to the highest standards of reliability (consistency of measurement) and validity (how well an instrument measures what it intends to measure) to ensure the Retention Assessment Profile assessment instrument is based on a solid psychometric foundation.

This landmark study validated the connection of six key management practices with increased levels of employee retention and engagement. The original 72 items which formed the basis for the Retention Assessment Profile (RAP) are consolidated into the 6 key management practice areas now known as the TALENT model:

1. **Targeted** Selection (job fit)
2. **Achievement** (motivating employees through goal clarity, barrier removal, and coaching)
3. **Learning** and Professional Growth (continuous learning)
4. **Ensuring** Recognition (appropriate to individual employee)
5. **Nurturing** Career Advancement (supporting career movement)
6. **Team** Collaboration (supporting success within and across teams)

This foundational research and Retention Assessment instrument spawned the existing Employee Engagement Survey which measures engagement in four areas:

1. Employee Alignment
2. HR & Organizational Systems
3. Management Practices
4. Employee Engagement Index

Finally, Retention and Engagement consulting approaches and training programs were developed in parallel with the above research studies to help implement practices that positively impact engagement and retention. These solutions have been continually developed into award winning training programs.

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## We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

### Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

### What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

### How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

### Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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## Our clients tells us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

### Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

### Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

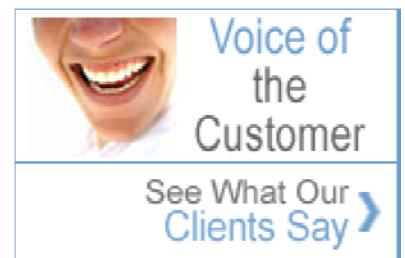
### Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

### Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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## Representative Clients

We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



97.5% client satisfaction

98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts