

# Employee Engagement Surveys

## 10 tips to make it more strategic

By Dr. Leanne Buehler

As Human Resource professionals know all too well, employee engagement surveys face the danger of being seen as a check-the-box, HR initiative. However, when done right, feedback from engagement surveys can have a major impact on the execution of strategic objectives. Here are ten ways to make your employee engagement survey more strategic.



**1. Customize your survey.** Off-the-shelf engagement surveys often don't ask about key issues that are required for strategic execution. Tailor your engagement survey to address the topics that are most critical to current business goals.

**2. Involve senior leaders in survey design.** When senior leaders are included as part of the survey design process, you can ask targeted questions to address the topics that are front-of-mind for executives. The result? Leaders are more motivated to take action.

**3. Take top-down, bottom-up action.** When both executives and employees are involved in change efforts, a greater impact happens more quickly.

**4. Focus on strategy, not norms.** While reflecting on survey results

in comparison to benchmark data can give you context, it often takes your eye off the ball. Instead, focus on what is most critical to your organization, its culture, and strategic goals.

**5. Link employee feedback to business goals.** Rather than viewing engagement data in a vacuum, connect it to other key metrics such as safety, turnover, or quality. Integrating data can identify where to focus on the employee environment to have the biggest impact on critical outcomes.

**6. Dig deeper with pulse surveys.** The annual employee engagement survey is great for understanding big picture trends that can spur action. To understand if change efforts are effective, use short pulse surveys to check in on key issues.

**7. Link employee data to customer data.** Doing so will help you predict how an improvement in the employee experience will impact the customer.

**8. Link engagement data to onboarding and exit surveys.** Doing so can help you better understand the employee life cycle to impact key areas such as productivity and turnover.

**9. Focus on behavior changes.** While it is tempting to reward leaders for an X point improvement on their survey results, that often leads to a focus on the numbers rather than actual change. Instead, hold leaders accountable for taking action on ONE key issue and doing it well.

**10. Incorporate feedback into the work you are already doing.** Rather than creating a separate initiative to take action on survey feedback, consider it in the context of the work you already have on your plate. For example, if recognition is a key concern, discuss how employees would like to be rewarded for the accomplishment of key milestones.

### Sources of Integrated Data

- Employee engagement
- Customer/Patient Surveys
- Turnover
- KPIs/Performance Goals
- Employee Performance Ratings
- Profitability
- Safety Surveys
- Leadership Development Tools

### The Value of Integrated Data

- See a more complete picture of the organization
- Make predictions for improved decision making
- Breakdown siloes **R&E**



With over 15 years of professional experience in Industrial and Organizational Psychology, **Dr. Leanne Buehler**, Vice President of Consulting Solutions at Newmeasures, is responsible for helping organizations achieve results through the use of innovative survey tools that align stakeholder experiences with business objectives. She is passionate about using employee data to uncover insights that lead to business improvement.

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