

THE SCIENCE OF EMPLOYEE ENGAGEMENT

9 out of 10 executives agree that employee engagement is a top priority for their company.¹ It's proven that employee engagement is tied directly to the bottom line.

Companies that are able to improve engagement experience:

+20% boost in productivity
+21% boost in profitability²



To improve employee engagement, it is critical to understand the human tendencies that drive behavior. Below are the key drivers and tips for improving engagement.³



Comprehend.

People are constantly trying to make sense of the world around them and how they fit into the bigger picture.⁴ Helping employees connect their work to the company's mission and the direct impact on the customer's success will improve engagement and performance.

Tip: Publish a chart that clearly maps individual performance measures to the company's missions so that employees can easily see how their performance is impacting the greater good.



Bond.

Humans form the largest social group on the planet.⁵ Companies should foster an environment in which employees are encouraged to bond with one another, perform work that is meaningful, and feel the company has their best interests at heart.

Tip: Provide a forum in which employees can exchange stories about how they handle good and bad customer situations. Give them tools that help them observe for themselves where they struggled and how they improved.



Defend.

By nature, humans react poorly to criticism and resist change. A transparent, well articulated rating system is necessary to fulfill people's need to understand their performance and embrace improvement. Employees who receive consistent objective constructive communication are more likely to make positive change. Those who receive actionable coaching better understand how to make incremental changes that lead to higher performance.

Tip: Enhance the objectivity and actionability of feedback with tools that more comprehensively evaluate performance and identify correctable patterns. Provide in the moment coaching on specific addressable behaviors.



Acquire.

To fulfill the drive to acquire, companies should better understand where employees feel their needs are not being met and how they currently seek information. Companies should readily offer tools and dedicate time to explore the resources that lead to career growth.

Tip: Call center employees consistently request additional resources to help deal with challenging customers. Provide a tool to assist them in more proactively identifying customer emotions and guiding them to build better rapport.



Conclusion

Large call centers can see **employee turnover as high as 45 percent.**⁶ Companies that best fulfill these 4 drivers have the most engaged and high performing employees. They are **2.5 times less likely to churn**, are more productive, and provide a more positive emotional experience for customers.⁷

1. Deloitte University Press, 2016

2. Gallup Q12 Meta-Analysis Report, 2016

3. Nohria, N., Groysberg, B., & Lee, L. E. (2008). Employee motivation. harvard business review, 86(7/8), 78-84

4. Gazzaniga, M. S. (2000) Cerebral specialization and interhemispheric communication. Brain, 123(7), 1293-1326

5. Dunbar, R. I. (1992). Neocortex size as a constraint on group size in primates. Journal of human evolution, 22(6), 469-493

6. QATC, 2015

7. TCN, 2016

Through a unique combination of behavioral science and AI, Cogito provides service professionals with in-call speaking guidance, objective measurement, and real-time insight into customer experience. Companies that use Cogito experience a 25 percent increase in customer satisfaction and a 60 percent increase in employee engagement.