



THE PERIODIC TABLE OF ELEMENTS for a Highly Engaging Workplace Culture

CtP Culture Trumps Performance						Re Retention	
Ap Appreciation	Ld Leadership	Em Empathetic Managers	Pb Pay and Benefits	Fx Flexibility		Cd Career Development	Ex Work Exchanges
F Friendships	In Innovation	CuF Customer-first	R² Rewards and Recognition	Me Me Time	To Time Off	On Onboarding	Yp² Younger Professional Programming
Bm Boomerangs	Af Active Feedback	M Mentoring	FiT Wellness	Ga Generational Awareness	Wl Work-Life Balance	OOO Travel Opportunities	Ip Internal Promotions



People & Relationships



Leadership



Benefits & Perks



Work-Life Balance



Learning & Development

Culture Trumps Performance (CtP) — Nearly 60 percent of HR professionals say they would fire a high performer who did not fit into the company culture or get along with their team.

Appreciation (Ap) — 55 percent of employees say receiving a simple “Thank you” from their manager gives them a high sense of satisfaction at work.

Friendships (F) — When asked how important friendships at work are to impacting their performance, 64 percent of employees say they are important or very important.

Boomerangs (Bm) — Nearly half of HR professionals claim their organizations once had a policy against rehiring former employees. Now, 76 percent say they are now more accepting of hiring “boomerang employees” than in the past.

Leadership (Ld) — HR professionals and managers both say that the most important aspect of their workplace culture is having managers and executives who lead by example.

Innovation (In) — While 63 percent of managers and 62 percent of HR leaders say their organizations encourage employees to bring new ideas to the table, only 40 percent of employees agree.

Active Feedback (Af) — Nearly half of both HR professionals and people managers actively seek feedback from employees to preserve and strengthen their workplace culture.

Empathetic Managers (Em) — Nearly one-quarter of employees say a flexible manager is an important part of supporting their work-life balance.

Customer-First (CuF) — More than 40 percent of HR professionals and people managers say they look to their customers and the market to seek insights for innovation.

Mentoring (M) — 20 percent of millennial employees claim having a mentor or sponsor was a useful aspect of their employer’s onboarding strategy.

Pay and Benefits (Pb) — Nearly a quarter of employees say that, excluding pay, better benefits elsewhere is the top reason they would leave their current company, while 36 percent of managers say paying employees more is an important retention strategy.

Rewards and Recognition (R²) — HR professionals (45 percent) say offering more rewards and recognition to top-performing employees is an important strategy for retention.

Wellness (FiT) — Wellness programs are increasingly critical, with 23 percent of HR professionals and 25 percent of managers citing the importance of health programs.

Flexibility (Fx) — 24 percent of HR leaders and 35 percent of managers recognize that providing employees with more flexibility is an effective strategy for retaining them.

Me Time (Me) — A whopping 83 percent of employees say their workload does not prevent them from engaging in personal activities at home or in the office.

Generational Awareness (Ga) — More than 40 percent of HR professionals claim they change how they promote the company and culture based on what they feel will appeal to the candidate.

Time off (To) — Almost one-third of employees say time off – whether paid or unpaid – is the best way their employer could support their work-life balance.

Work-Life Balance (Wl) — Work-life balance was the third most important aspect of workplace culture cited by employees (40 percent), behind only pay (50 percent) and co-workers who respect and support each other (42 percent).

Retention (Re) — A pleasantly surprising 86 percent of HR professionals and 79 percent of managers are confident in their ability to retain current talent, while 44 percent of employees say they have no intention of leaving their current workplace.

Career Development (Cd) — More than 40 percent of HR professionals say funding career development courses is an important strategy in retaining employees.

Onboarding (On) — While 67 percent of HR leaders say that they have a formal onboarding strategy, only 13 percent of employees concur that their companies have a formal onboarding strategy, exposing a major disconnect.

Travel Opportunities (OOO) — A quarter of HR professionals and 21 percent of managers say offering employees the opportunity to travel is a strategy used to retain employees.

Work Exchanges (Ex) — Nearly one-third of HR professionals and 25 percent of managers say offering rotational programs, whereby employees can “try out” different roles within a company for a determined length of time, is an effective strategy for retaining workers.

Younger Professional Programming (Yp²) — HR and managers agree that Millennials and Gen Zers are hardest to retain. Developing employment programming designed with younger generations in mind and actively seeking their input can help keep younger workers engaged.

Internal Promotions (Ip) — One-third of HR professionals and 31 percent of managers say that hiring more internally is a strategy they use to retain employees.



“ You need the right formula for your organization to create employee engagement. Good chemistry with employees starts at the top with senior leadership identifying the elements of workplace culture that will support their strategy. Just as important is ensuring this formula is well-understood and executed by people managers throughout the organization. If managers cannot deliver on the promises made by leadership and HR, mission statements, values, and perks will come off as nothing more than hot air. While this periodic table of essential workplace elements is in no way exhaustive, it is a reminder that our workplaces are a complex equation of people, programs, and policies that each have a daily impact on employee happiness and engagement. ”

— Joyce Maroney, Director, The Workforce Institute at Kronos

Sources: Survey Methodology

Research findings are based on a survey fielded in the U.S. between July 14 and July 22, 2015. For this survey, 1,807 respondents were asked about their thoughts regarding various aspects of corporate culture and employee engagement. The study surveyed three separate groups: HR professionals (601 surveys); people managers (604 surveys); and full-time, nonmanaging employees (602 surveys). The survey was completed through Lightspeed GMI's Global Test Market double opted-in panelists who have registered to participate in online surveys. All sample surveys may be subject to multiple sources of error (i.e. sampling error, coverage error, measurement error, etc.).

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