

# 5 I's of Employee Engagement: Strengths and Gaps

## SUMMARY

Not only is employee engagement a key output of many Experience Management (XM) programs, it's also an important input to delivering great customer experience. To raise employee engagement, organizations need to put effort into activities that support key drivers of engagement. Those activities span five areas that we call the *Five I's of Employee Engagement*: Inform, Inspire, Instruct, Involve, and Incent. Use this worksheet to identify strengths and gaps across the Five I's in your XM program.

## THE FIVE I'S OF EMPLOYEE ENGAGEMENT

Engaged employees are valuable assets as they are more likely to demonstrate a variety of behaviors that positively impact the business, such as trying harder at work, helping coworkers without being asked, and not looking for a job at another company. When XM Institute examined how successful organizations approach raising their engagement levels, it identified a set of activities that align employees behaviors to the goals of the company and enable their success at work. To tap into the power of engaged employees, organizations must put this set of activities – called “the Five I's of Employee Engagement” – into action:

- 1. INFORM.** Provide employees with the information they need to understand the organization's vision and brand values. *Ad hoc*, inconsistent communications are not effective in engaging employees. Instead, organizations should develop a thorough communication plan and deliver key Experience Management (XM) messages through multiple channels on a regular basis.
- 2. INSPIRE.** Help employees understand what the organization's vision and values are and how their individual role contributes to achieving them. Leaders play a key role in inspiring employees to embrace the company's vision and values, whether that's by meeting directly with employees to share organizational stories or demonstrating commitment by holding leaders and managers accountable for changing behaviors to support XM goals.
- 3. INSTRUCT.** Support employees with the training, coaching, and feedback they need to be successful. Employees first need to know what they need to do and then need to have the necessary knowledge skills that enable them to do it. This happens through activities like formal training, on-the-job coaching, and peer reinforcement, to name a few.
- 4. INVOLVE.** Take action with employees when designing their jobs, improving work processes, and solving problems identified through customer or employee feedback. Successful organizations find ways to involve employees in these efforts, whether that's through a formal voice of employee process, journey mapping, employee-driven process improvement or innovation processes, or other ways.
- 5. INCENT.** Deploy the appropriate systems to measure, reward, and reinforce desired employee behaviors and motivate employees to give their best. Employees and teams who deliver excellent experiences – to customers, fellow employees, partners, or others – should be celebrated with meaningful gestures of appreciation along with formal awards and incentives.

## HOW TO USE

To help you identify current strengths and existing gaps in your employee engagement efforts, you can use this tool a number of ways:

- + **Self-evaluation.** Fill out this worksheet yourself by first marking existing strengths across the Five I's, then identifying gaps in your current approach.
- + **Group discussion.** Use the worksheet in a group exercise. After each individual completes it, discuss the current strengths and gaps you each marked as well as areas of agreement and disagreement in the results.
- + **Action planning.** Develop plans for leveraging strengths and closing gaps in your employee engagement efforts.

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First, in the “strength” column, check off the Five I's actions that your organization is already consistently strong at. Then, in the “gap” column, mark practices where your employee engagement efforts could benefit from additional focus

		STRENGTH	GAP
<b>INFORM</b>	Follow a thorough communication plan		
	Communicate across multiple mediums and channels		
	Make content employee-centric, recognizing unique audience segments		
	Create opportunities to hear from customers, other employees, partners, and additional key stakeholders		
<b>INSPIRE</b>	Define, communicate, and demonstrate a clear set of company values		
	Increase accessibility to and interaction with senior executives		
	Tell compelling organizational stories on progress and successes		
	Support employees in supporting the causes that are important to them		
<b>INSTRUCT</b>	Launch company-wide XM training		
	Develop specific XM training for managers and leaders		
	Use managers and front-line employees to deliver training programs		
	Support training with on-the-job coaching and feedback		
<b>INVOLVE</b>	Develop a holistic voice of employee program		
	Establish employee ambassador programs to support XM efforts		
	Create employee-driven improvement processes		
	Include employees when designing new or improved experiences		
<b>INCENT</b>	Enable peer-to-peer recognition		
	Formalize XM incentive programs		
	Celebrate high-performing and most improved teams		
	Turn employee engagement into a management metric		