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Energizing the Workplace to Fuel Results

Employee Engagement and Culture Surveys

The Same or Different?

Culture and engagement are inextricably linked but also quite distinct. They differ in the way that they are created, measured and enhanced.

Employee Engagement Surveys

Employee engagement surveys measure the employee's experience with their role and responsibilities and what they get in return for their work. Typical questions include:

➢ I am paid a fair salary for the work I do
➢ I feel like my work is appreciated
➢ I receive regular feedback from my manager

These surveys take an "I" perspective and tell you how your employees are feeling. The actions to shift the scores tend to be question specific and tactical in nature. For example, the response to *I understand the goals of our organization* is to develop a communication plan.

A low employee engagement score could indicate a negative culture but not necessarily. Likewise, a high employee engagement score does not necessarily mean a great culture. Take the example of Ford where employee engagement scores have been over 80 for several years. Organizations in the top 10% will have employee engagement scores in the high 80's. Even with this high score Ford recently settled a lawsuit for sexual and racial harassment for $10 million in August of 2017. Hardly the hallmark of a great culture.

Culture Surveys

Culture surveys take a more holistic view of the organization. They take a "we" approach and speak to collective behaviors. A culture survey is used to ensure that the culture of the organization supports the strategic direction and external customer/client promise. In addition, it provides a pulse on the values the organization says is important and the actual behaviors being exhibited. This also highlights the degree to which the recruitment, performance management and employee development programs are aligned to produce the required culture. Because of this high level lens, the work is more strategic in nature.
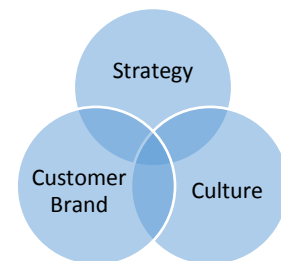
Culture survey results will cross systems, processes, internal structures, policies, technologies in addition to specific behaviors. For example, no one is bureaucratic by nature, however many organizations are described by their employees as holding their people back due to the large number of controls and processes in place.

A strong positive culture has been positively correlated to high employee engagement. Working through an employee engagement survey results can be a subset of the work required to enhance an organization's culture.

The desired output is the same for both approaches: a highly engaged and productive workforce.