



LEVEL UP YOUR **EMPLOYEE** **EXPERIENCE**

Learn how to use the **BI WORLDWIDE**
New Rules of Engagement to drive
meaningful change in your organisation



MAKE EVERY MOMENT COUNT

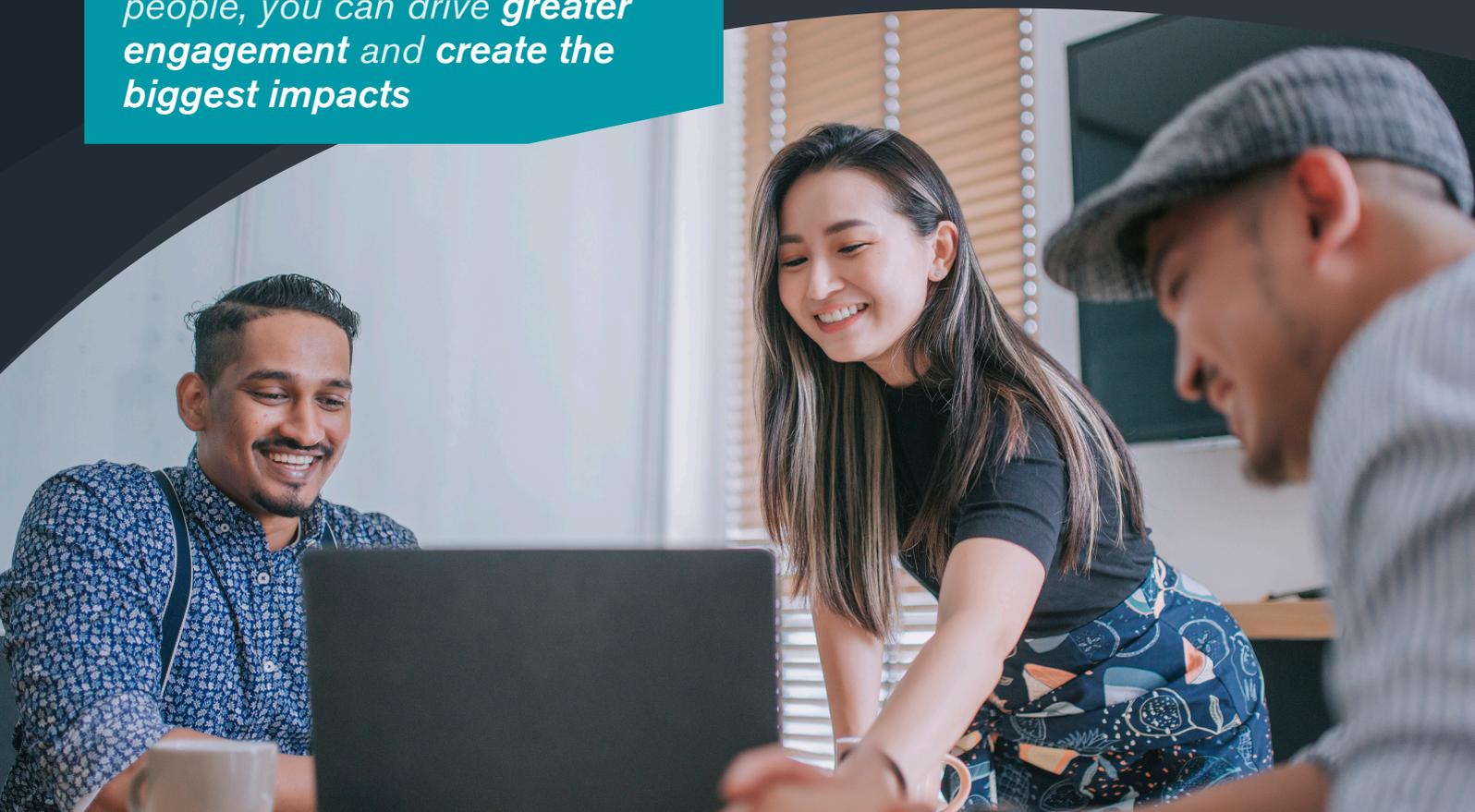
At **BI WORLDWIDE**, we study employees. In other words, we study people. What motivates them. What earns their trust and loyalty. What inspires them to give their best. The result is a collection of data we call the **New Rules of Engagement**.

We're also careful to study the **complete employee experience**.

We think about how we can positively impact employees at all the moments that matter. From Decision Day, when they first hear about the job, to Referral Day when they're advocating your business to others.

By taking this approach, we're able to constantly refine our solutions and support our clients to ensure their employees are inspired throughout their entire journey.

*By focusing on the moments that matter most to your people, you can drive **greater engagement** and **create the biggest impacts***



In a climate where employees are clearer than ever on what they're looking for in an employer, organisations should be looking to optimise the employee experience at every moment.

At **BI WORLDWIDE**, we summarise these moments as:



Decision Day

How can you attract and welcome the right talent



First Day

How can you accelerate new talent engagement and success



Every Day

How can you enhance your employee culture and invigorate your people



Achievement Day

How can you drive results and celebrate success



Referral Day

How can you unleash the power of advocacy

The **New Rules of Engagement** study identifies **12 attributes** that organisations seeking to optimise their employee experience should focus on that will foster commitment and improve performance. By increasing understanding of these attributes and aligning them with the key moments in an employee's journey, you can encourage them to bring their whole selves to their work making for a happier and more productive culture.

Read on **to see how they can benefit your organisation**

THE RULES

On the following pages, we dive into the **New Rules of Engagement**; what they are, and why they matter, and explore some of the strategies that could help to improve employee experience in each area.



Managerial Ownership

RULE #1

MAGNIFY THEIR SUCCESS



WHAT IT MEANS

While the dynamics of the workplace may continue to shift, the mantra **“recognise them when they do it well”** remains a constant in the engagement equation.

Simply put, what gets recognised gets repeated. Formally acknowledging and sharing contributions and accomplishments ensures desired behaviours will be multiplied.



WHY IT MATTERS

When employees are recognised for their accomplishments, not only do they feel a deeper sense of pride in their work, but they’re also more connected to the mission and more likely to shine with their next project.

When recognition occurs systematically and is engrained in the culture and the performance management process, employees will not only perform better, but will also be more likely to stay and report a stronger connection with the organisation.

Magnifying success also involves social and public recognition. Providing visibility of accomplishments to senior leaders and to others in the workplace community reinforces the employee’s sense of belonging and their value to the organisation.

Employees who receive recognition in writing are

2x

more inspired

Take a closer look

Employees who find performance incentives exciting are

8x

more inspired

Employees receiving a travel reward are

75% more likely to feel inspired vs

51% if they receive a gift card

Managerial Ownership

RULE #2

MAKE IT PERSONAL



WHAT IT MEANS

Great leadership involves an intense appreciation of each unique individual.



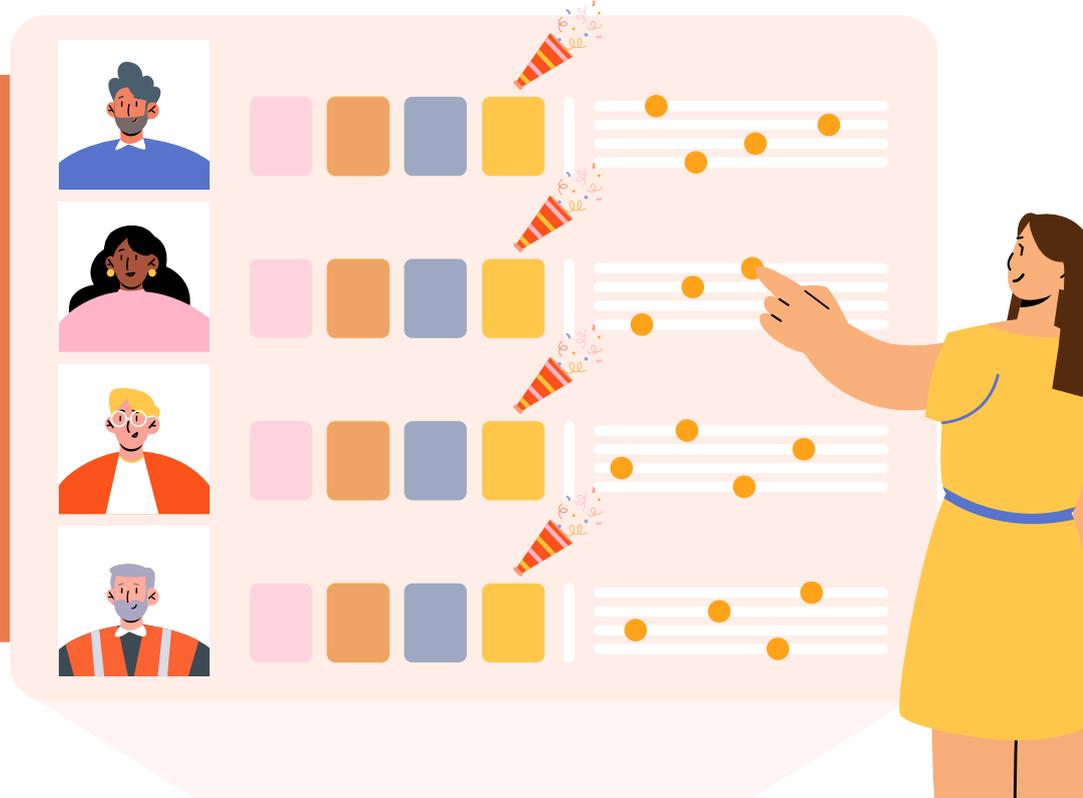
WHY IT MATTERS

Managers play an influential role in personalising the work experience by learning what motivates each employee, nurturing collaboration, delivering coaching, supporting cultural navigation, creating opportunities, and recognising success.

More than ever, great leadership involves an intense appreciation of each unique individual – understanding each employee's abilities, aspirations, and how they work best.

Organisations must empower managers with the courage, flexibility, investment, latitude, and systems necessary to support this personalisation.

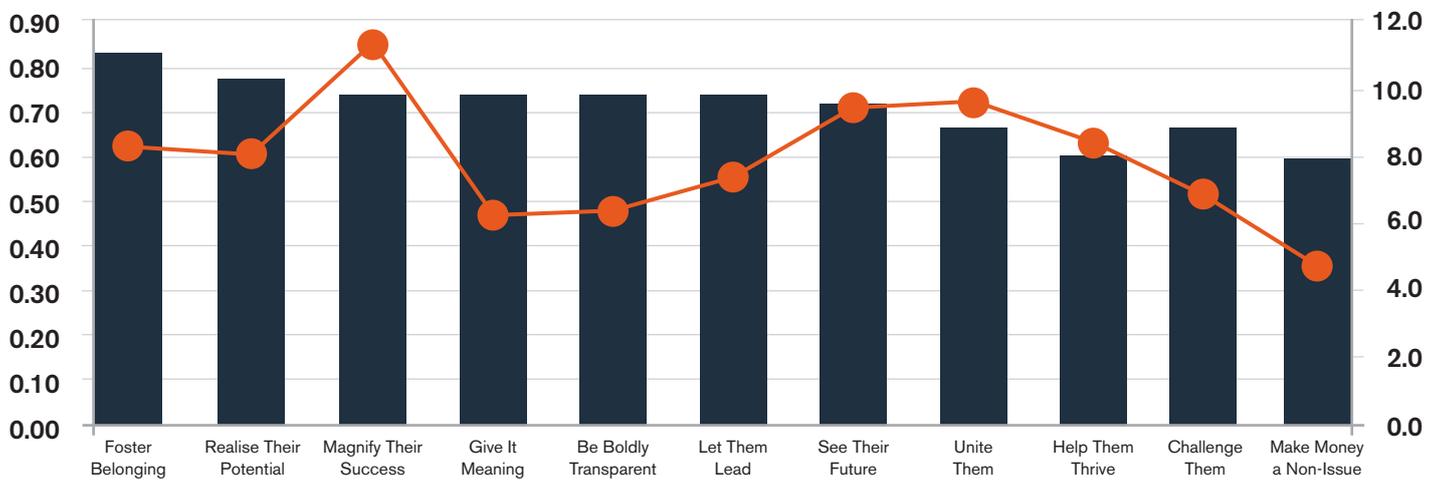
Employees who feel their managers support in personalising their experience at work also score higher across all the other rules, emphasising the impact great managers can have on the employee experience.



Success on this rule is **critical** to achieving all the others.

■ Correlation with inspiration

● Improved odds with great manager



Source: New Rules Of Engagement, BI WORLDWIDE (Singapore) Pte. Ltd.



Managerial Ownership

RULE #3

UNITE THEM



WHAT IT MEANS

People are usually willing to **“take one for the team”**, but only if they feel supported and valued. With more people working remotely than ever before, it’s never been more important to create conditions that foster strong collaboration.



WHY IT MATTERS

Most employees contribute as members of numerous teams and cross functional ecosystems.

Organisations must prevent silo mentality while empowering teams with collaboration tools and a streamlined way to partner, recognise each other, and celebrate success.

Uniting them also involves reinforcing and recognising shared values, removing obstacles associated with matrixed work, and setting measurable objectives that are rewarded upon achievement.

Take a closer look

Employees are

51%

more likely to feel isolated at work when they don't feel a sense of teamwork.



Managerial Ownership

RULE #4

LET THEM LEAD



WHAT IT MEANS

True empowerment isn't just a place to voice ideas, but also having those ideas seriously weighed and considered.

It isn't just being told to take a risk, but also being supported when the risk doesn't go as planned. Empowering this way will ignite inspiration within the organisation.



WHY IT MATTERS

Empowered employees are not only more likely to stay, but they're also more likely to innovate and to speak up when they see things going wrong.

A cultural ecosystem that promotes problem solving / idea sharing and equally values the execution of ideas fuels innovation.

Employees are

13.2×

more likely to feel
inspired when allowed
to pursue new ideas.



Shared Ownership

RULE #5

FOSTER BELONGING



WHAT IT MEANS

“Belonging is feeling as though you’re a part of something”.

Employees can’t fully commit to a company without a sense of connectedness and belonging. Fostering belonging within an organisation, within the team, and with the work itself, is critical for employee performance and enrichment.



WHY IT MATTERS

A sense of belonging can be conveyed as early as reading a job description. Employees immediately assess whether they see themselves within the company and within a specific role.

Belonging is also fostered over time and includes alignment with core values, being fulfilled by the work, building relationships, and being frequently and meaningfully recognised for contributions.

Belonging in the social sense also matters. Employees spend a great deal of time **“at work”** which makes the workplace not only a social hub, but also an environment where inclusion, connectedness and community correlate with favourable job performance and reduced turnover.

According to employees, the feeling of being represented accounts for

11%

of the variance in their sense of belonging to their organisation.



Shared Ownership

RULE #6

REALISE THEIR POTENTIAL



WHAT IT MEANS

Offering opportunities for employees to be successful and reach their potential will grow your top talent...and your bottom line.



WHY IT MATTERS

Employees that have the training they need to do their jobs well don't just operate more effectively, they're more motivated to stay, speak up and innovate.

Beyond necessary role-based skills, employees want to develop knowledge and skills that are important to them. Make it personal by ensuring managers are aware of the desires of their employees and the offerings of the organisation. Managers are the best resource to connect the two.



Take a closer look

Only **7%**
of employees feel working at their organisation brings out their best ideas.

Only **53%**
of employees feel like their employer can develop the skills they need and that they're important to them as individuals.



Employer provides opportunities to develop skills

Yes

No

Yes

48%

7%

(Rare)

Working here brings out my best ideas

No

20%

25%

Shared Ownership

RULE #7

BE BOLDY TRANSPARENT

Percent
feeling inspiredA leader has communicated with you
directly in the last 7 days

Yes 54%

No 42%

Have been given the opportunity for
leaders to listen to you in the past month

Yes 63%

No 40%



WHAT IT MEANS

Gone are the days of top-down leadership. The best ideas may come from employees, so listen with an open mind and use those ideas to shape the vision for the future and communicate openly with the organisation.



WHY IT MATTERS

Transparent leadership has always been important to engagement. However, it's becoming increasingly important for employees to feel heard by leaders. Trust in leadership fuels openness, creativity and idea sharing.

Did you _____
know?

*Employees who feel
communicated with and
listened to are more
likely to feel inspired
within an organisation.*



Shared Ownership

RULE #8

SEE THEIR FUTURE

Take a closer look

Only **51%**
of employees know
their next step.

Of those, **57%**
are committed to
the organisation,
compared to only **31%**
when they don't know
their next step.

Significance in
this attribute shifts
based on age
demographics
but is a critical
component across
all in predicting
commitment.



WHAT IT MEANS

What people do today is largely motivated by where they think it will take them in the future.

Organisations that are intentional about helping employees chart their future will be rewarded with those people's best work.



WHY IT MATTERS

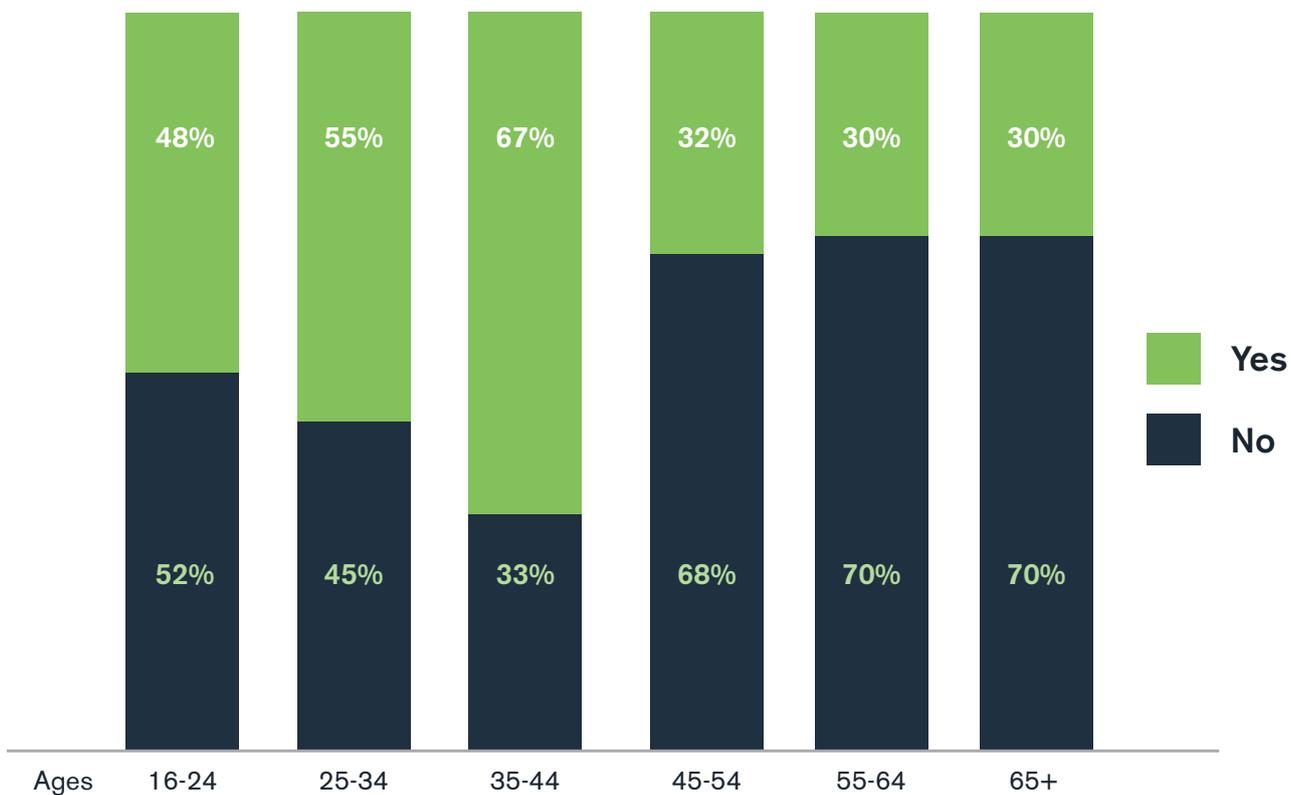
Navigating a career path is essential, especially for employees aged under 45.

To retain high potential talent, organisations must be proactive about providing individual opportunities.

Career paths rarely follow a straight line and can include lateral moves and development opportunities.



Response to “My career will advance as the company grows”



Source: New Rules Of Engagement, BI WORLDWIDE (Singapore) Pte. Ltd.



Organisational Ownership

RULE #9

MAKE MONEY A NON-ISSUE



WHAT IT MEANS

Money isn't everything. It only gets you so far. Other areas such as belonging, learning & development, meaning, and challenge, consistently contribute more to the engagement equation.

Yet companies that mishandle the emotional aspects of money run the risk of over-amplifying compensation.



WHY IT MATTERS

Money may attract employees to the front door, but something else must keep them from going out the back.

A compensation system is foundational and needs to be in order, yet a pay cheque isn't among the top drivers of engagement for organisational differentiation.

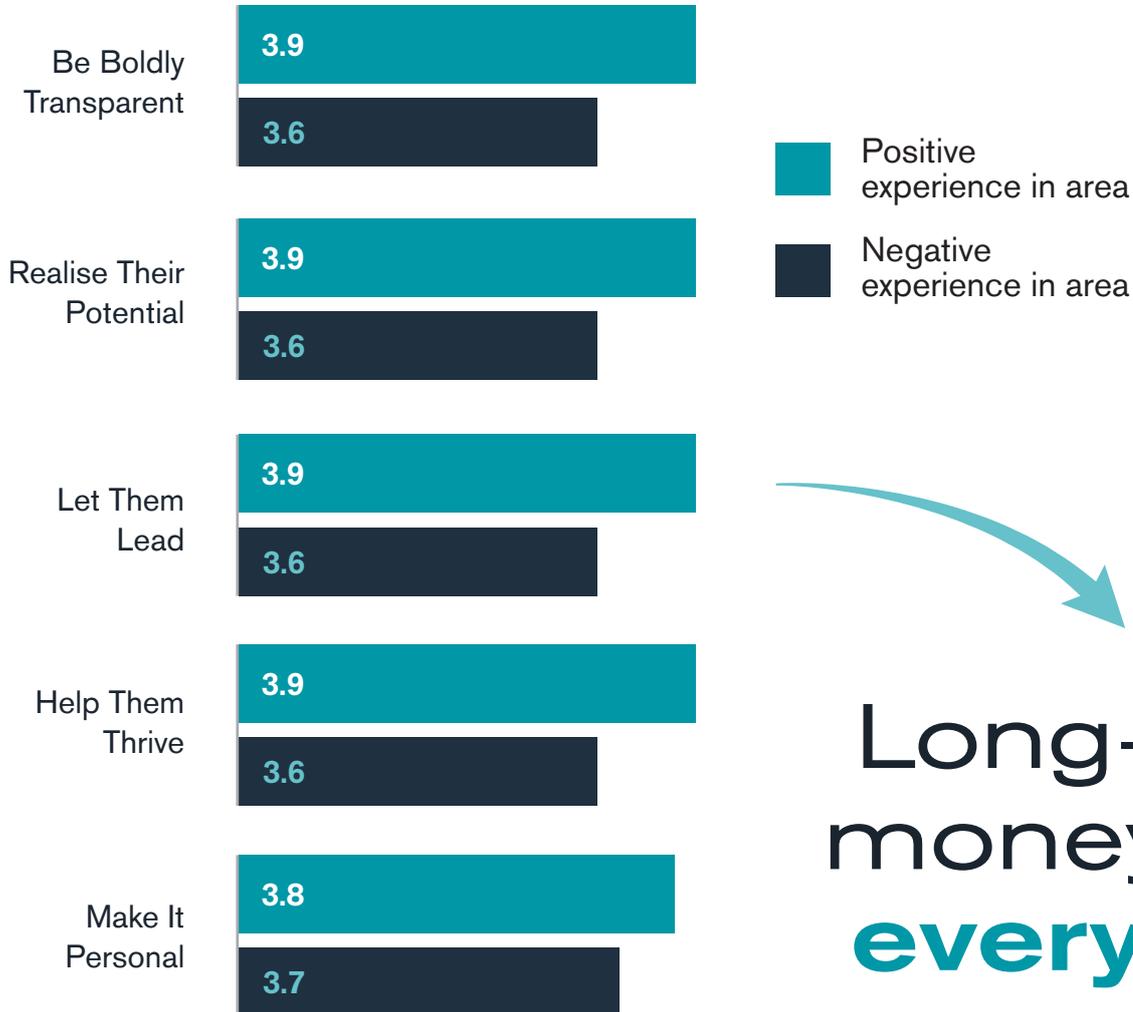
Particularly in the face of uncertain times, the most successful companies will continue to look beyond the transactional nature of compensation and focus on a more effective and enduring strategy of identifying and operationalising what the workforce values.

Did you know?

After we controlled for pay, employees that scored attributes such as belonging, development, meaning, and challenge, were more likely to say they feel they're paid fairly.



Response to “I am paid fairly”, controlling for pay



Source: New Rules Of Engagement, BI WORLDWIDE (Singapore) Pte. Ltd.



Organisational Ownership

RULE #10

HELP THEM THRIVE



WHAT IT MEANS

Never have work, personal life and health been so inextricably linked.

Protecting employees' holistic wellbeing doesn't just reduce costs, it invigorates the employees and the business.



WHY IT MATTERS

Organisations and managers that actively encourage and demonstrate support for work-life harmony will thrive.

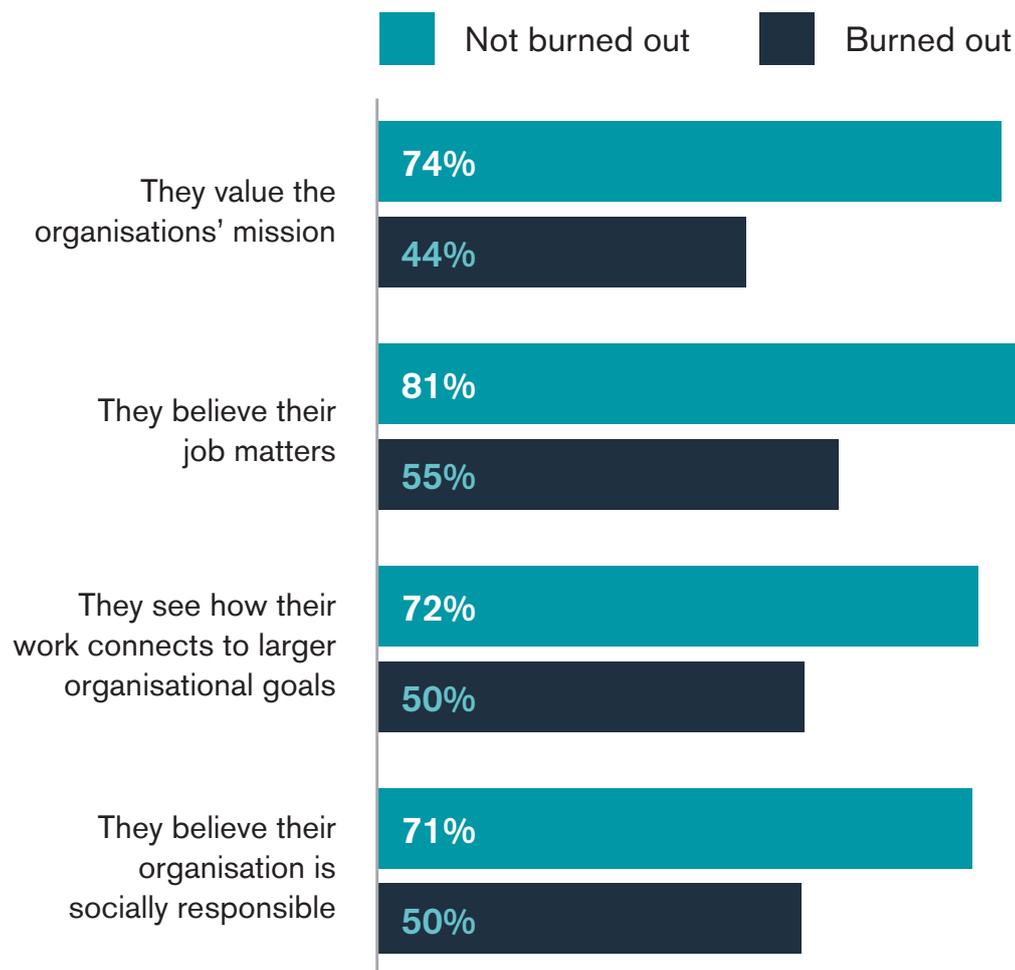
Thriving (and indeed resilience) involves regularly re-examining and re-imagining practices and programmes that enable productivity, flexibility, collaboration, upskilling, creativity, wellbeing, and a sense of community in the workplace.

Did you know?

Emotional health is the best predictor of employee commitment (25%) and inspiration (21%)



**Too much work doesn't cause burnout.
Too little meaning does.**



Source: New Rules Of Engagement, BI WORLDWIDE (Singapore) Pte. Ltd.

Recharge your employees
to invigorate the **business**



Organisational Ownership

RULE #11

GIVE IT MEANING



WHAT IT MEANS

People need to be part of something bigger than just a job and a pay cheque. Meaning drives higher performance.

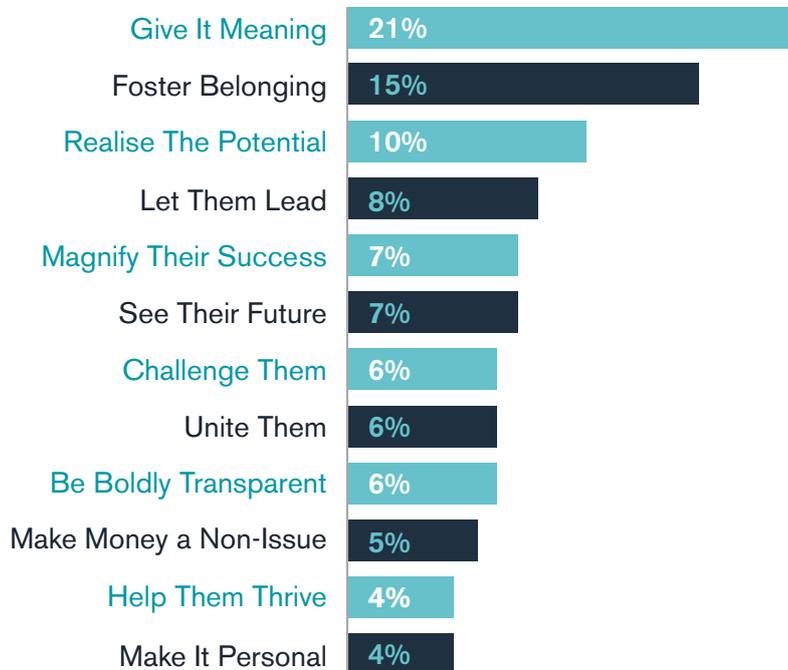


WHY IT MATTERS

Employees who share in their organisation's mission and believe their personal contributions connect to the mission are more likely to speak up, engage, and further fuel the culture.

Meaning is also significantly tied to employee commitment and inspiration at work. Providing a clear mission and reminding employees of their impact is a simple act that can make a huge difference.

Relative impact on effort



Source: New Rules Of Engagement, BI WORLDWIDE (Singapore) Pte. Ltd.



Take a
closer
look

Meaning accounts for

21%

of variance related to
effort given at work
by employees.

Organisational Ownership

RULE #12

CHALLENGE THEM



WHAT IT MEANS

Your best people are itching to accomplish something incredible together. Challenge, rally and support your people and you'll be struck by what they can do.

Nearly **2/3** of employees who have challenging goals set for them feel inspired vs **1 in 5** who don't.

If the job pushes employees to the limits of what they can achieve,

57% are more committed to their jobs. Commitment

drops to **29%** when they don't feel challenged.



WHY IT MATTERS

Challenging goals lead to inspiration and commitment of your most talented employees.

It may be tempting to believe employees want to do as little as they can to earn a pay cheque, however, we find that most employees wish to be challenged and want to accomplish something great.

Establishing stretch goals for individuals and teams within the performance management and recognition ecosystem triggers innovation and performance.

Goal

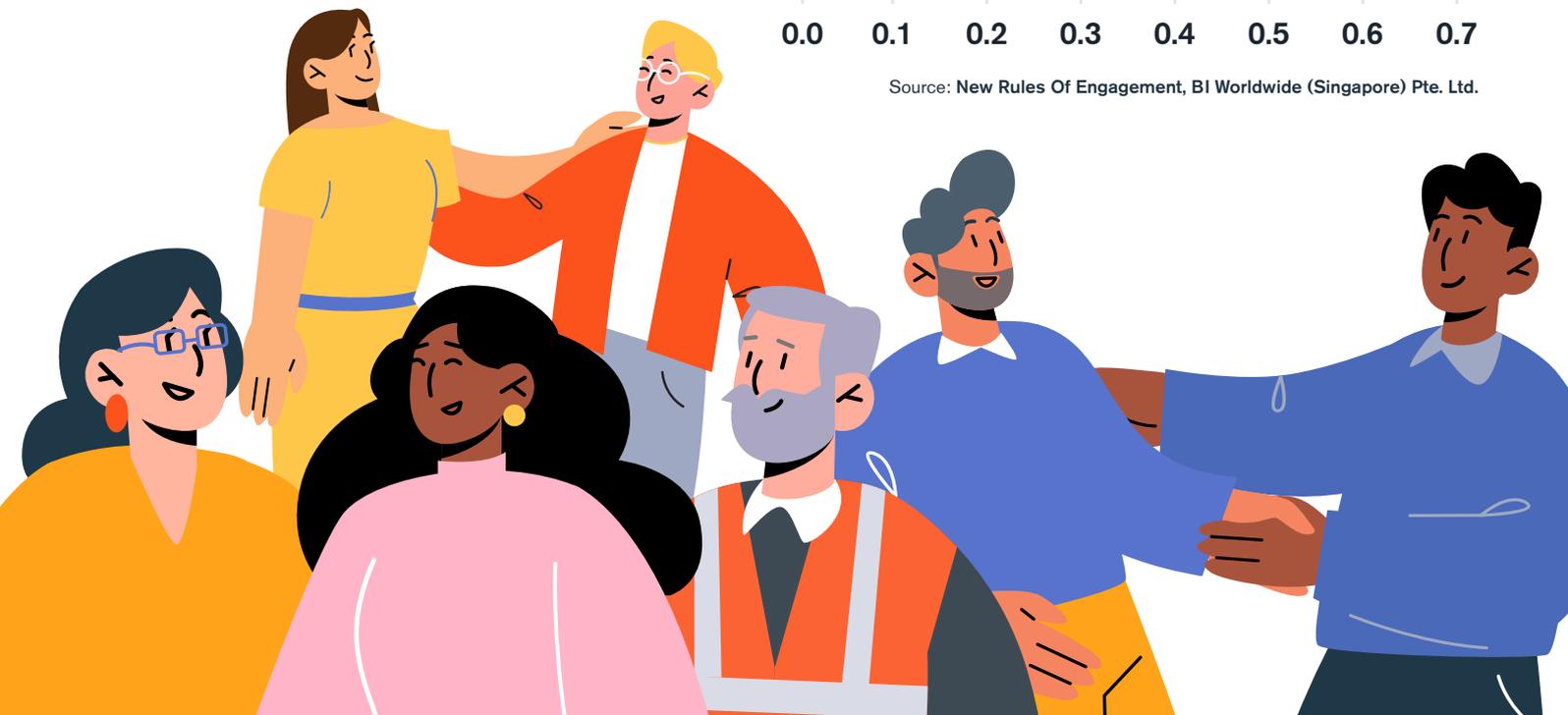


Belonging, Learning and Future are most associated with feeling a challenge

Correlation to “My job challenges me to push the limits of what I can achieve”.



Source: New Rules Of Engagement, BI Worldwide (Singapore) Pte. Ltd.





“Anything that is measured and watched, improves”
— *Bob Parsons*

CLOSING THOUGHTS

BI WORLDWIDE first identified these rules in 2015 and has since continued to research and study their influence on employee engagement through repeated studies. Our findings to date suggest that whilst external factors can ebb and flow, at the core, these rules have remained true and act as effective signposts when curating a positive workplace culture for employees. So whether you're looking for further inspiration or just keen to learn more about our Employee Engagement Services and Solutions...

...We're ready to help

Enquire online to discover more



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