DATA REPORT

The state of employee experience, from here on out
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Officevibe’s employee engagement platform measures employee feedback from over 5,000 companies every week. The data collected offers rich insights into the employee experience and engagement factors. Our in-house team of expert researchers dug into some key findings of the last two years to trace what employee experience looks like today and lessons for the future.

Three central themes emerged from the findings:

- **Concerns around retention and turnover**
- **Navigating the evolving world of distributed work**
- **Workplace well-being and balance**

*The State of Employee Experience, From Here on Out* explores how people, teams, leaders, and entire organizations can reset for resilience, lead with empathy, and prepare for the new realities of business.
Context

From an employee experience expert

One thing’s for sure, times have changed.

If this reads to you like an overstatement, I think you’re right. I chose to open with this line; it’s to remind us – yet again – of the enormous impact the pandemic has had on all aspects of our lives and our world altogether. Since March 2020 propelled us to our home offices, we’ve had to continuously adapt our ways of communicating, collaborating, and, well, just being.

If you’re like me, the last two years have felt like one huge roller-coaster ride. And we’re not alone: a considerable body of research has been published over this time covering anything and everything about the impacts of the shift to remote work and our new ways of working. Engagement, well-being, mental health, productivity—to only name a few—have had their fair share of ups and downs.

Curiosity is embedded into Officevibe’s DNA. We aspire to be the go-to employee experience platform for distributed teams, and we do our research. So we wanted to hear for ourselves what team members, managers, and organizational leaders had to say about the shift to remote work and about this new era we were diving into. We also wanted to identify key problems that need to be solved, and we wanted their perspective on what the future holds.

Many interesting findings came from our research, including the overwhelming number of research conclusions that boil down to one thing: connections, bonds, and relationships between people.
We’re craving for connection, comfort, and reassurance that it’s all going to be OK. What’s more, with the massive shift to remote work, something happened: work became more human and more personal. As we stepped into each other’s personal spaces, having people to turn and talk to became our only way to manage it all. In the end, it was the human connection that made the shift and adaptation possible. Still today, human connection is what many are craving most for.

Today, due to this shift, we see priorities, expectations, and needs changing. As one of our research participants put it:

“Your day is not your workday; your day is your life – and you work in between your life.”

With that, it’s no surprise that organizations worldwide are investing time, money, and energy into Employee Experience (EX). Never has the battle for talent been so intense. As Josh Bersin, global HR industry analyst, puts it, becoming an irresistible organization is now more important than ever to attract newcomers and retain your people. Carefully crafting work experiences that feel human and tailored is what the future of EX will be all about. Gone are the days of one-size-fits-all.

In this report, we start to look at the data that backs all these key elements shaping modern-day employee experience. Instead of analyzing sales revenue, gross margins, or customer acquisition costs, our metrics account for those hard-to-measure yet essential business factors like employee happiness, well-being, relationships with manager, and ambassadorship (to name a few). In doing so, we can start to map out what a prosperous employee experience can look like for your organization and the actions needed to pave the way.
Still uncertain about what the future holds, we continue to navigate this not-so-new reality as best we can. Although at times challenging and even overwhelming, what I find most beautiful about it is that we’re going through it together. Never have I seen the world of work become more human in so many ways. This gives me hope for what the future of work holds.

Here’s to a future of work that is and feels, first and foremost, more human.

Cheers!

Julie Jeannotte, HR Expert and Researcher at Officevibe
Each day, around 30,000 Officevibe users worldwide answer an engagement Pulse Survey. In 2021 alone, over 50 million Officevibe questions were answered across 20 different industries in 72 countries.

Officevibe’s Pulse Surveys pull from a bank of 122 questions. Each question is related to one of our 10 Key Metrics of Employee Engagement, then subdivided into 26 Sub-Metrics, selected to highlight the most critical themes within any given Metric.

We partnered with Deloitte experts to test and confirm the scientific validity of our survey model against recognized and supported theories. All survey questions were analyzed and validated for content and wording. For this report, we looked at data from 2019 to 2021.
Topline insights

Key emerging workplace trends that encapsulate the current day state of the employee experience.

Employee expectations have changed

Changes in employee expectations mean employers must adjust and amplify their retention strategies to stay competitive in a fierce market.

- 53% of respondents have searched for jobs in the last year.
- 75% of employees who display low engagement levels or leave their jobs say that it’s due to their manager or leadership.
- 40% of employees don’t have a development plan to improve their skills and drive their growth.

The distributed workforce is not one size fits all

The benefits of distributed work have been revealed, but so have new challenges.

- 96% of respondents said they had a clear understanding of expectations throughout the transition to remote working.
- By the end of 2021, more than ¼ employees still had concerns about returning to the office.
- Flexibility is the new gem of remote work, but boundaries are still necessary.
Hustle culture is a thing of the past
Well-being and balance are paramount. Gone are the days of rise-and-grind and work becoming our purpose as people.

- 47% of people say they regularly feel overwhelmed at work.
- More than a quarter of employees report an unhealthy balance between their work and personal life.
- 26% of respondents don’t feel like their organization really cares about their mental health.
CHAPTER 1

The Great Resignation: Who’s leaving and why?

We’ve all seen the record-high turnover and attrition rates of the last year. And this trend isn’t slowing down. What is sending employees to seek new opportunities, and how can employers build retention strategies for their next generation of workers?
More than half of respondents have searched for jobs in the last year. And if offered a similar job at another organization, 36% said they would leave their current company. Further, **15% of employees don’t see themselves working at their company one year from now.** However, our research has also found that the employees who are not engaged are the ones looking for greener pastures.

**What we mean by engagement**

An engaged employee has an emotional commitment to the organization. They put passion and energy into their work, commit to quality and genuinely care about the company’s success. They are great collaborators and positively influence the behaviors of those around them. Engaged employees are the ones who actively contribute to creating a positive, healthy, and safe place where everyone feels valued and included. Unsurprisingly, they perform better than those who are passively or actively disengaged.

Engaged employees lead to happier customers, better business results (engaged teams are 21% more productive than disengaged teams), and a stronger employer brand. A strong employer brand catches the eye of today’s talent amongst a stiff recruiting market.

So, where is this lack of engagement coming from? 75% of workers who display low engagement levels or leave their jobs note that it’s due to their relationship with their manager or to company leadership.
The leadership voice

A lack of clarity leads to stress and confusion with a side of disengagement.

73% of employees think that their manager could define more precise goals. Only 25% feel like the feedback they receive is frequent enough to help them understand how to improve.

The lack of connection

The more we work in the digital space, the greater the risk of being disconnection real-life interactions. The lack of human connection is a growing concern that has emerged in the last two years, and it affects every type of work relationship.

70% of employees say they’d like to spend more time with their manager.

Employees want to become closer with their managers because it will make them feel more connected to their organization.

1 out of 5 employees feels like their manager doesn't understand their day-to-day reality and wishes that they communicated more frequently.

The search for connection extends beyond leadership. 28% of respondents want to have more frequent feedback from their peers. And with an impressive 96% feeling like they collaborate well with peers, there’s no reason why those healthy connections aren’t also used for helpful feedback.

The formula for employee satisfaction

Employee satisfaction is another metric we use to assess employee engagement. Studies and science show that the perception of fairness and equity impacts engagement, not how content we are with our compensation.
Fairness + Role within organization + Overall work environment = Employee satisfaction
And our research revealed that 42% of employees don’t think they’re paid fairly for their work. 1 in 4 employees doesn’t trust that they’re paid fairly compared to similar roles within their organization. And only two-thirds of employees trust that they are paid fairly compared to similar roles in other organizations.

On the bright side, when surveyed about their overall work environment, comfort levels are increasing. Up by 11% since February 2020, 86% now say they are comfortable in their work environment.

Yet, generally speaking, overall happiness at work is dropping drastically. When asked how they would rate their level of happiness at work, 25% of respondents rate 3 out of 5 or lower.

### Is smaller better?

When it comes to the likelihood to stay in a position even if offered a better one elsewhere, employees with a company size of 0-50 employees are 10% more likely to remain loyal than those working at a company of 1000+ employees.

The same goes for pay equity: 77% of employees working at smaller companies believe that the way pay is decided in their organization is fair, versus only 66% with that belief in enterprise organizations.

### Personal growth

One of the most significant gaps – and surprises – revealed in our research is the organizational approach promoting personal growth. Only 60% of employees state that they have a development plan to improve their skills.
Personal growth is measured by:

**Autonomy:** Do team members have a sense of ownership, self-direction, and autonomy towards their work?

**Mastery:** Do team members have opportunities for growth and feel supported in their professional development?

**Purpose:** Do team members see the purpose behind the work they do?

**The link between recognition and happiness**

*Recognition Frequency* and *Happiness at Work* are the two sub-metrics with the strongest correlation in data research, which means employees who score highly on recognition frequency tend to also score highly on workplace happiness.

However, *Recognition Frequency* is the second-lowest scoring sub-metric in our data (out of 26 employee engagement sub-metrics). Only 66% of employees are satisfied with the frequency at which they receive recognition. 72% of employees get praise less than once a week. And 1 in 4 employees says their organization doesn't celebrate accomplishments or learnings.
66% of employees are satisfied with the frequency at which they receive recognition.

72% of employees get praise less than once a week.

25% of employees says their organization doesn’t celebrate accomplishments or learnings.
Last year we had the highest turnover we’ve ever had. That said, it was still below industry turnover. So we’ve felt the effects of the “Great Resignation” no doubt, but I’m not sure it’s hurt us any more than anyone else. It think it’s benefitted us as well. It’s given us access to people that maybe wouldn’t have been in the market for new work otherwise. Retention is a huge focus for us in 2022.

Jon Franko
Thinker & Founder, Gorilla 76.
Data-backed solutions for improving retention and turnover

Employee satisfaction about how their organization communicates with team members is on the rise. Since February 2020, there’s been a 7% hike in how employees rate their organization’s ability to communicate clearly and effectively. This increase is promising since the stats also show that employees ask for direct and frequent communication with their managers. However, it’s not enough—or the only thing—that will get them to stay.

Modernize goal setting

Custom Survey results uncovered some recurring themes. When employees were asked what they could change about their job, topping the list were: a better salary, more challenges, training, and growth opportunities.

What your people are looking for

“More clarity about advancement opportunities as well as clarity about what I’m responsible for vs. my direct manager.”

“More transparency on company/team metrics and goals. Succession planning, and having growth opportunities laid out.”
No wonder \frac{3}{4} employees wish that their manager could define more precise goals. The good news is that establishing up a goal-setting framework, or improving your existing, is an entirely manageable initiative that can have you getting returns quickly. Helping your people set goals is crucial to driving engagement, boosting team performance, and ultimately, allowing your employees to reach their full potential. When you’re invested in their professional growth, you’re giving employees the opportunities and support they’re looking for to stay around.

Take action:
Is your company goal-setting framework stale or non-existent? Review your methods and strategies to see if they align with today’s working climate and have the space to grow into tomorrow’s.

- Does it undoubtedly help set team performance objectives?
- Does everyone on your team know how they contribute to their individual, group, and company-wide goals?
- Do you empower team members by involving them when setting individual stretch goals?
- How are you setting, tracking, and reporting on goals?
- Are there tools that can help you streamline the process?

Lastly, keep it consistent.

More than a quarter of employees feel like they don’t revisit and discuss goals at a frequency that makes sense. Embedding regular goal-setting practices into your workplace culture helps solidify your people’s role within the organization, leading to greater satisfaction and sticking around for the long haul.

It also fosters a stronger sense of purpose. Discuss progress on goals and performance in your one-on-one routine. And make frequent check-ins to discuss blockers and achievements often.
Re-examine recognition

With 25% of employees saying that their organization doesn’t celebrate accomplishments or learnings, upping your recognition game is a low-cost initiative with a high impact.

Recognition was the most common response in the “Stay interview” Custom Survey question, “What’s your advice on how we can improve as an organization?

What your people are looking for

“Address and appreciate the hard work, give incentives and recognition for staff to feel motivated to work harder.”

“Recognition and incentive to continue to grow.”

“Recognize and reward valuable contribution.”

“Respect employees, appreciate what they have done especially at this time.”

“Work with employees to recognize where their needs and preferences lie. Give them a voice. Get to know them, don’t base your actions off of assumptions or biases.”
Receiving regular recognition at work impacts everything from people’s commitment to and investment in their role, their relationship with their manager and peers, and even their perception of organizational structures and values.

**Take action:**
Honestly review how recognition is given on the individual, team, and company-wide levels.

- How often do you receive or give credit?
- Is it expressed in a way that you’re comfortable with?
- Is recognition genuine and authentic?
- Do your recognition programs reinforce company values?
- Does it align with employees needs and preferences?

**Develop your employer brand**
Positive employer brands are the companies recognized as great places to work. They retain current employees and attract new talent. How well do you understand what keeps each member of your team engaged, satisfied, and committed to their role at your company? Building and maintaining your employer brand is an ongoing process that often takes input from many departments, team members, and managers.

To understand how your brand is perceived, consider conducting research with your employees. What is it about your organization that attracted your people? What makes your company unique? What makes your people want to act as ambassadors for your brand?
**Take action:**
Conduct internal research to understand your employees so that you know what sets you as an employer apart from the rest. Whether it’s collecting anonymous feedback, during one-on-one meetings, or polling at a collective level, seek input that will help you determine the attributes to attract new talent.

- What factors have had a positive impact on your experience so far?
- What could tempt you to look elsewhere (or be open to offers) and thus, leave our organization?
- What motivates you about your work, team, and organization? And what demotivates you?
CHAPTER 2

Distributed work: Home is where the heart office is

Many teams and organizations were launched into remote work with little warning. And in the time since, many have discovered the benefits of distributed work and committed to this new structure. Alongside the benefits have come new challenges that leaders need to address to create the conditions for great work.
What I’ve observed within our company and beyond is emerging recognition that one’s ‘employee experience’ and ‘life experience’ are one in the same. One size fits all programs built to enable office culture and enforce ‘work rules’ are a thing of the past. Embracing the blurred lines of distributed teams and remote work has shifted the ownership of the employee experience from corporate(HR) to individuals, managers, and their teams.

Stephanie LeBlanc
Senior Director, Customer Success, Coveo
Insights from uncertain times
Real employee data pulled from the time the pandemic hit to the end of 2021

When we asked users to express how they were feeling using one word, the three most popular answers were: Good, Tired, and Fine.

This sentiment was felt across industries, with respondents sharing feedback like:

“"My sleeping patterns have changed, which has caused me to be more productive at night then in the morning, come midday, I'm tired.”
“"I think I'm just tired and burnt out from the year."
“"I had to take on a lot of extra work and hours. Just tired after the long year.”

More than half of respondents felt more productive when working from home.

“I was surprised to learn that I am actually more productive when working from home. By cutting my commute and working in my own workspace, I feel I have more energy and motivation and a better work-life balance.”

The ideal work arrangement is a hybrid model for 75% of respondents, and less than 10% would like to go back to the office full time.

1 in 5 employees felt huge discomfort being isolated. Unsurprisingly, the social aspect topped the list when asked what was missed the most from the at-office days.
“Interaction with fellow staff and the benefits of simply having diverse conversations and meeting and engaging with a variety of people every day.”

While at the heart of remote work learnings were the newfound flexibilities.

“I’ve learned that I work really well from home, have no issues with concentration, I save 2 hours a day in a 25km crawling commute, and am not paying $300 per week in childcare, parking and fuel for the privilege of coming into an office. I’d like to see flexible working as a ritual moving forward.”

There is also the general contentment with new freedoms to split time between work and personal lives — some calling it “the best of both worlds, now having the flexibility to be true work nomads and to work how and when we work best.” For others, the lines between work and personal life remain blurry even a year and half in. In all, this new flexibility can be both positive and negative.

Finally, worth noting is that in late 2021, more than 1/4 employees still had concerns about returning to the office.

Raw feedback from real employees

Everyone who’s lived through the last few years can learn a lot from listening to others’ experiences. They can be incredibly revealing during the most trying times. And what leaders must do now is not just reflect on how these were unprecedented times. Instead, now is the moment to pull from these raw insights and draw an actual response to shape a better employee experience into action.

Let’s take a look at some more of the employee feedback during this period:

“The best of both worlds, now having the flexibility to be true work nomads and to work how and when we work best.”
“If people find that working from home is beneficial to them, they should be able to continue working in this environment and not ‘forced’ to return to what was previously seen as normal.”

“Reduction in meetings. I feel like working from home has nudged people to consider whether that 15 or 30 minute meeting is actually really necessary or whether it can be a message or email instead. When people are face-to-face it is the tendency of many to turn everything into a meeting, which can often be a waste of time that could be better used in putting projects into action.”

“Meeting fatigue is real. Juggling children at home is hard. Balancing work life becomes murky when ‘always-on.’ Collaboration, communication, and ability to self drive is paramount.”

“I’d like to see the flexibility and open communication becoming a more concrete ritual.”

“From my observation, being more flexible with where we work results in owning out tasks more personally compared to the psychology of ‘fulfilling the employee role in the office hours.’

“I’d like to see a change of perception that work/personal time balance is less of an individual goal, and more of a mutual understanding, support, respect, and care for each other. I think it improves relationships and workflows, and changes the relationship we have with the company.”

“When we’re less stressed and happier, we work more efficiently, feel more dedicated, show more compassion to each other and focus on doing the work more than focus on being at work.”

What feelings are you left with after reading these responses? Can you relate as an individual? A leader? Was any of this felt on your team? In your home?
Meeting fatigue is real. Juggling children at home is hard. Balancing work life becomes murky when 'always-on.' Collaboration, communication, and ability to self drive is paramount.
It’s not too difficult to decode what your employees want. They ask for it, whether indirectly or not when they have the opportunity to share. Once you really start listening, the answers are there. The key is to start asking, continue asking, and create a venue where openly sharing feels safe and encouraged.

For instance, from these responses above, the following initiatives could be reviewed:

**Meeting rituals**
Do they need a revamp? How does your team feel about them? Are they reflective on the new ways of working on your team? Are they as efficient as they could be? What other methods of communication are you using that could be used more or less?

**The definition of flexibility**
To define flexibility may sound like a contradiction, but feedback reveals that while flexibility is a mainstay, it works best with parameters. What does “flex time” really mean for your team? Is everyone clear on how it applies to them? Are they comfortable voicing their needs or concerns? Do they need to be encouraged or even taught how to best use flexibility in their workweek?

**“Return to office” framework**
How transparent have you been in giving timely communications around work locations or schedules changes? Have you considered all, or as many, perspectives and personal realities into your decisions? What kind of language or tone is used when talking about heading back or not to the office? Is anyone excluded?
Employee burnout spiked during the pandemic and has remained an ongoing issue as the separation between work and life stays blurry. Even pre-pandemic, there was a shift away from the hustle culture and ‘workism’ where our sense of purpose in life relies too heavily on our work. People want a well-rounded life, where their work is one of the many things that bring them fulfillment—and they want an employer that respects, supports, and enables that. Despite upward trends over the last years in many of Officevibe’s employee engagement metrics, Wellness remains the lowest-ranking.
Only 70% of employees report a manageable stress level at work.
69% say their organization offers support to deal with work-related stress

47% of people say they regularly feel overwhelmed at work
Workload balance by industry

Percentage-by-industry that considers their workload reasonable:

- Manufacturing 50%
- Marketing & Advertising 62.5%
- Financial Services & Insurance 71.4%
- Computer software & IT services 81.4%
- Professional scientific and technical services 92.3%

26% of respondents don’t feel like their organization really cares about their mental health.
27% of employees report an unhealthy balance between their work and personal life.

23% of employees have noticed work taking a toll on their personal life.
While 43% of respondents reported struggling more than usual in Q4 2020, the percentage dropped to 37% in the following quarter.

Around 1/4 of respondents talk about the flexibility offered by their organization when asked what their organization does right to help with stress management.

What your people are looking for

“The remote work-life balance allows me to complete my work the hours and schedule that work best for my family and me. I’ve had the flexibility to pick up my kiddo quickly, go to appointments closer to home, make healthier lunch options while at home. This format is something that I value deeply and want to continue. Also, I can’t imagine adding in the commute time and extra gas expenses to and from the office daily now that I have experienced how much time and money I can preserve [working at home].”

When asked what they were most looking forward to about returning to the office, social connection topped. But having “a return to the separation between the working and non-working day” was also highlighted.

The good news

The pandemic was a real eye-opener and reality check for many organizations, prompting them to improve employee well-being. Wellness is the metric that’s seen the greatest fluctuation overall.
It jumped from a 68% overall satisfaction rate in February 2020 to 75% in December 2021.

Organizations’ satisfaction with the actions to promote wellness (support, resources, programs, etc.) has increased from 75% to 78%. And this seems to be taken notice by employees with an increase from 63% to 69% positive responses on whether organizations offer the support people need to deal with work-related stress. It jumped from a 68% overall satisfaction rate in February 2020 to 75% in December 2021.

Organizations’ satisfaction with the actions to promote wellness (support, resources, programs, etc.) has increased from 75% to 78%. And this seems to be taken notice by employees with an increase from 63% to 69% positive responses on whether organizations offer the support people need to deal with work-related stress.
A new formula for the 40 hr workweek

When’s the last time you stopped for a moment and asked, what is essential? This is what Co-Founder and Marketing Director (and at the time, new father), Samuel Roy, did to save and maintain his company Agendrix throughout the pandemic.

As an employee scheduling software, Agendrix helps small businesses like those in the retail, restaurant, and hospitality industry — some of the hardest hit during the pandemic. Avoiding job cuts, leadership took temporary action to reduce employee workweek from 40 hr to 35 hr. They also started new initiatives to connect their teams while working from home. They started each week with a “social” roundtable that focused on how people were doing and how their weekend went — not about upcoming deadlines. They weathered the storm, adapted where necessary, and got back on their feet as a company. And guess what? To their employees’ surprise, that 35hr workweek, well, it stuck, but with continued pay at 40 hrs.

“Not many people take the time to ask what we should do right as a company in today’s world.”

Sam and his partners recognize that they’re just like their employees. People need rest, and they estimated no drop in productivity with the five fewer hours a week, and they were right. Not saying there’s a direct correlation, but Agendrix has yet to have a single employee leave voluntarily in the last six years! Their focus on empathy, transparency, and communication throughout the highs and lows are a testament to the power of management who cares.
Not many people take the time to ask what we should do right as a company in today’s world.
Where leaders influence well-being

When asked for advice on how their organization can improve, one user summed up what was much of a consensus amongst responses:

“Assessing work-life balance for employees is important for making sure we can bring 100% effort to work while maintaining a healthy lifestyle outside of work. PTO, sick time, flex time are all critical areas to be reassessed. Flex time has been extremely helpful during this pandemic.”

With these points in mind, here’s a literal checklist to improve reshape balance and well-being in the workplace.

☐ Check your culture.
Are people who work overtime rewarded? Are emails and slack messages outside of working hours considered normal? Do people regularly do double the work before and/or after they take time off? Do your team members feel they can take breaks when needed and disconnect at the end of your workday without feeling guilty or fearing repercussions?

☐ Check your expectations.
Have workloads increased since people moved to remote work? Are teams delivering more work without increased staff? Are you detecting signs of stress within your team?

☐ Check your policies.
How much paid time off are people given, and are they incentivized to take it? Do they actually take it?
Check your values.

Do they sound anything like ‘we go above and beyond’ ‘we’re obsessed with our work’ ‘we work hard and commit to the challenge’ ‘we put our blood sweat and tears into it’ ... are they healthy and sound? Can you workshop them internally? Maybe bring in an external focus group for feedback?
The ROI of exceptional EX

Putting into action

Here are three ways to take our insights and start applying them with your teams.

Start listening to connect and collaborate

- Revisit your current communication practices (honestly) and be open to improving them—bonus points for involving your team in this activity.
- Get to know your team better. It can be as simple as making more effort to take a few minutes at the start of the meeting for personal talk before getting into the work stuff.
- Forge avenues for team members to interact and encourage peer feedback and sharing recognition. Explore ways of doing this at a distance and in person, when possible.

Promote personal growth and shared purpose

- Ensure that each team member has a clear development plan in place.
- Establish that everyone clearly understands how they can grow within your organization.
- Learn what your people value and seek ways to demonstrate and connect shared values of your own and those of the company.
Provide innovative, holistic well-being offerings

- As you listen more, you learn what really sparks joy with your people. Here’s where the perks come in. They can be unique to your team and company. It’s often better when it is.

- Killer benefits may be there, but are they being used? It’s becoming more common practice in the competitive talent market to offer draws like unlimited vacation time. But with this, we’re also noticing that employees still hesitate to take this type of time. Is it because their workload doubles when away? Do they have guilt around taking what they deserve? Create a safe place for open discussion to see if your work perks really work.

- Adjust your offerings based on your findings.
Final thoughts

**Shaping** the employee experience rather than *improving* it or *building* it will set your organization apart from others and help you achieve EX excellence.
Employee experience has been long viewed as a process, a program, a project when in fact, it’s none of those things. To quote Josh Bersin, “winning the war for talent requires not just taking actions to optimize the employee experience but also placing people at the center of all decision-making.”

If you want to achieve this, emphasis must shift onto shaping employee experience. In contrast to an investment-focused approach, organizations that take the shaping approach focus on influencing how the employee experience feels for their employees, and not so much on what it is.

This approach to improving EX satisfaction concentrates on impacting and enhancing employees’ feelings about their overall experience using psychological, motivational and social principles.

At the core, shaping EX simply means making your employees central to all your EX efforts. You don’t just collect information on their expectations, needs, and experience at key moments — you collaborate with them at every step of the journey to:

- Identify and understand their expectations for their employee experience
- Shape their day-to-day experience moments
- Shape their memory of how their employee experience feels

Having your people play such an active role in shaping their EX will increase their level of engagement and loyalty to your organization. It’s a win-win situation: a perfect way to bridge the gap between employee concerns and employer expectations by enabling an ongoing dialogue and alignment between the organization and its employees.

Right now, employers have a unique opportunity to listen to their employees and engage them on what matters. Team members want
trust, connection, and a strong sense of purpose. They want to know they, as people, and their contributions are recognized and valued. They need clear responsibilities and opportunities to learn and develop. In addition to doing meaningful work, they also need to understand how their individual work connects to the “something bigger.” And lastly, they want a work environment that is both flexible and caring.

Shaping EX requires that you put your money where your mouth is: it implies a shift from old, siloed ways of working and conventional HR to putting your employees at the heart of your actions, decisions and strategies. It means working alongside your employees in making this a reality.

The first building block includes collecting data and feedback on their current employee journey. Through your research and design phases, you’ll be to craft tailored interventions that focus on critical moments that matter to maximize satisfaction, performance, and productivity. Again, it’s a win-win; employees are engaged, and they remain loyal to your organization that performs and meets business outcomes.
Make a move and get a diagnosis of your team’s current state

Ask your team
Methodology behind the report

Each day, around 30,000 Officevibe users worldwide answer an engagement Pulse Survey. The data used to build this report consisted of the results from these surveys.

These surveys include quantitative questions, like:

“On a scale from 0-10, how reasonable is your workload?”

And qualitative questions like, “What’s holding you back from sharing your ideas with your organization?”

Officevibe also provides custom survey templates to its users. These employee surveys revolve around specific work situations, like “Mental health” and our “Solving communication issues” templates, for example.

Our surveys follow a strict methodology that ensures that the results are both valid and reliable.
Officevibe's engagement survey is composed of 122 questions that are identical for all Officevibe users. The questions are designed to adequately measure 10 key components of employee engagement:

- Ambassadorship
- Company alignment
- Feedback
- Happiness
- Personal growth
- Recognition
- Relationship with colleagues
- Relationship with managers
- Satisfaction
- Wellness

Officevibe surveys generate comparable results because the questions remain consistent across all users and throughout time.

**Timeline**

We gathered two years of survey answers, ranging from 2019 to the end of 2021, searching for insights about how hundreds of thousands of workers experience their day-to-day life at work.

**Confidentiality ensured**

The qualitative feedback was thoroughly anonymized using an artificial intelligence algorithm that automatically detects names of people and organizations and any numbers, and deletes them. This way, we were able to analyze the textual data from these surveys without compromising our users' confidentiality. Similarly, all quantitative data was non-identifiable, meaning that we removed any company name before analyzing the results. Any direct user quotes you may find in this report (aside from client testimonials) have been fully anonymized before the analysis was conducted.
Research intentions

Our goal in this report was to identify trends, pain points, and opportunities in employee experience. Results from quantitative survey questions helped us understand the global trend and notice how different profiles of teams were dealing with this reality differently. We compared the engagement scores of different groups of companies, based on their industry and the size of their company. We also looked at the evolution of these results in recent years.

Research approach

We proceeded differently regarding the anonymous qualitative feedback from users because analyzing hundreds of thousands of textual comments is a cumbersome task! A topic segmentation algorithm extracted the most important keywords and topics mentioned for each engagement survey question. With the help of this artificial intelligence, we were able to explore the main issues brought up by Officevibe users around multiple dimensions: distributed work, mental health, trust in other team members, etc.

On top of all these data points, we interviewed real team leaders, ensuring that we fully captured the current portrait of the employee experience.
We’ve come pretty far from where we were two years ago. But are we there yet?

No matter how often we think we have something figured out, there will always be discoveries that change what we thought we knew.

This series is about helping leaders find a way to navigate this new universe called distributed work. It’s about empowering people with the latest thought leadership and equipping them with the right tools to become stronger and more confident in shaping employee experience during these times.