



EMPLOYEE ENGAGEMENT

TOOL-KIT

What is employee engagement?

Employee engagement is a business management concept. An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization’s interests. According to [Scarlett Surveys](#), “Employee engagement is a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work”.

- ▶ Engaged employees perform 20% better than non-engaged employees (Gallup Management Group)
- ▶ Offices with engaged employees are 43% more productive (The Hay Group)
- ▶ Employees with the highest percentage of engaged employees, on average, increase operating margins 3.64% and net profit margins by 2.06% (Towers Perrin ISR, June 2007)

Harvard Business School professor Teresa Amabile has found through her [research](#) that, “job satisfaction has hit a low point in the U.S. certainly in the last half-year or year. It is even worse than it was at the height of the financial crisis...When people are less engaged in their work you are going to see slower revenue growth in the company and actually lower profitability. So essentially employee engagement drives the bottom line.”

What are some models for engaging employees and how can the arts help?

To be fully engaged, employees need to feel that what they do is meaningful. Programs that allow employees to bring their values to work are good investments.

The arts are a wonderful catalyst that can help shift perceptions, embrace diversity, build team spirit, foster creative thinking and improve communication.

Volunteer programs

Employees who participate in corporate volunteering are more strongly engaged with their companies... and more likely to stay that way. [2011 Deloitte Volunteer Impact Survey](#)

Volunteer opportunities

Whether it is one-off corporate volunteer projects, pro bono consulting or board training and service, the arts can offer many valuable volunteer opportunities to business employees.

Employees involved in rewarding community activity not only enhance their business and interpersonal skills but build recognition and good will for a company’s image in the community. Skills-based volunteers and board members have the opportunity to make an in-depth contribution to an organization and to see results.



Pro bono consulting

It is common in the legal profession and is increasingly seen in marketing, technology, and strategy consulting firms. Pro bono service, unlike traditional volunteerism, uses the specific skills of professionals to provide services to those who are unable to afford them. Pro bono consultants develop leadership skills and have an opportunity to make a huge impact in the nonprofit arena. They also gain new perspectives by working outside their field in a creative industry. These skills and new perspectives often translate into increased confidence in their own work and pride in their company.

For more information about how arts organizations can more effectively engage skills-based volunteers check out the [Working with Volunteers Tool-Kit](#).

Arts-based training

Arts-based training can be defined as employee or staff development training, delivered through various arts disciplines to develop trust, find shared values, shift perceptions, combine right-brain imagination with left-brain logic and analysis to increase the capacity for breakthrough ideas and insights, teach employees leadership and communication skills and high-performance teamwork. To learn more about how to develop arts-based training programs visit our [Arts-Based Training Tool-Kit](#).

Employee art shows

Employee art shows offer businesses of all sizes an opportunity to discover, recognize and celebrate the hidden creative talents of each and every employee while addressing a variety of business concerns. Programs like art@work enable companies to organize initiatives that encourage employees to bring the visual, literary and performing art they create when not working into the workplace where it can be shared among colleagues as well as customers and clients, in addition to enhancing the work environment. Employee art shows also help bring employees together from different areas of the company, foster communication and build team spirit.

Corporate band challenges

Corporate band challenges not only uncover hidden employee rock stars, but allow the entire company a share in team building and a sense of corporate pride in rooting for their band. Competing corporations not only receive visibility in the community but also support the arts community.

Networking

Partner with businesses to create a unique and creative employee benefit - opportunities for employees to mix with other business and art leaders to explore the creative process during rehearsals , behind-the-scenes lectures and tours and special events.

Philanthropy

Giving employees a voice in how a business distributes charitable funds is an important aspect of employee engagement. Employees want to work for a company who's values they share and they also want to feel that their interests are important to the company.



Matching gifts

Employee matching gifts (also known as matching funds) are a company's way of saying an employee's values and interests are important to the company. They are grants an employer makes to match its employees' charitable contributions. Usually associated with corporate grantmakers, employee matching gifts often are dollar-for-dollar, but some companies will give double or even triple the original donation. Some companies may also give matching gifts for employees' volunteer efforts.

Workplace giving

Increasingly employees are taking an active role in choosing the range of workplace giving options. Allowing employees to choose which charities will be on the company's workplace giving roster validates their interests and values.

How do the arts benefit from helping businesses with employee engagement?

- ▶ Expose a potentially new audience to the arts community.
- ▶ Develop deeper partnerships with businesses.
- ▶ Increase arts funding through workplace giving campaigns and matching gifts.
- ▶ Develop business advocates for the arts in the greater community.
- ▶ Benefit from pro bono consultants.
- ▶ Potential to strengthen and diversify board.

Resources

[2011 Deloitte Volunteer Impact Survey](#)

[Scarlett Surveys International](#)

[Gallup Organization](#)

[Towers Watson](#)

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