



# The Macorva Employee Standout Guide

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# Introduction

Employee engagement is defined as “the emotional commitment the employee has to the organization and its goals.”<sup>1</sup> Employee engagement is not the same as employee happiness or satisfaction, both of which are desirable but don’t necessarily boost company performance or drive growth. Engaged teams outperform less engaged teams by 21 percent in productivity, 22 percent in profitability, and 10 percent in customer ratings.<sup>2</sup>

Despite the many benefits of an engaged workforce, only 13 percent of employees worldwide are considered to be highly engaged.<sup>3</sup> However, it is possible to build a more engaged workforce by examining key drivers of engagement—relationships with managers and coworkers, recognition, and opportunities for development—and making changes that enable higher engagement. For example, research shows that the actions of managers alone have a staggering impact on engagement, accounting for 70 percent of the variance between engaged and disengaged employees.<sup>4</sup> By taking actions related to the key drivers of engagement, you can limit negative outcomes such as high turnover and low performance.



# Macorva's Methodology: Identify Employee Standouts to Improve Engagement at Local Levels

The challenge of building an engaged workforce is best tackled with a two-pronged approach: measure engagement at the company level and empower managers on the front lines to address and improve engagement within their teams.

By combining the power of employee surveys with unlimited 360-degree feedback, Macorva can identify standouts who impact employee engagement at every level of the organization. Flagging your employee standouts allows leaders to develop a plan to address problem areas, recognize contributions, and ensure each team has capable and effective leaders. Macorva automatically flags eight types of standout performers, including:



## Elite Employees

As evidenced by their consistently positive feedback from managers, teammates, and direct reports, Elite Employees are well-respected and support the development of a strong company culture by building and maintaining relationships across the company. Considering that companies with strong cultures are more innovative, have lower turnover, and experience better long-term growth,<sup>5</sup> it's necessary for managers to recognize the impact of Elite Employees and develop a plan to retain them.

Elite Employees have a high level of energy and enthusiasm for their work, and there is evidence that the energy they typically bring to a team can increase engagement in others. Recent research found that teams with positive energy help new employees stay engaged, while negative teams experience a drop in engagement.<sup>6</sup> You can boost team engagement by putting Elite Employees in a position of leadership or encouraging them to mentor others.

CATEGORY AVERAGE

Overall score

9.1



Amy Hyun

Operator

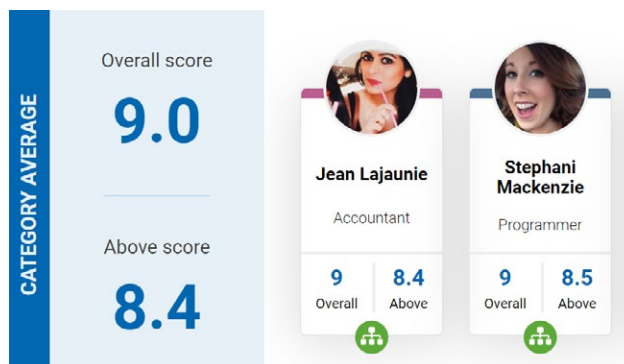
9.1

Overall



Highest overall feedback scores, collected from all coworkers, including managers, teammates, and direct reports.

Retaining Elite Employees also requires providing them with opportunities for growth. In one study, 83 percent of employees said they were more likely to stay with the organization when they had opportunities to take on new challenges.<sup>7</sup> Without the opportunity to pick up new skills and have new experiences, Elite Employees could leave and take their contagious positive energy with them.



High overall feedback scores, collected from all coworker ratings, but low feedback scores collected from manager ratings.

## Silent Superstars

Silent Superstars earn high feedback scores from coworkers, but their full capabilities and potential are less known to their managers. They can become disengaged and leave the company because their managers don't realize their full value and may not be providing the recognition required to motivate and retain them. An example of a Silent Superstar might be a remote employee or someone who operates within a matrix-style reporting structure. They work hard and produce consistent results, but their immediate or upper-level managers aren't clued in to the value they bring to the company. With a lack of recognition, the employee grows disengaged. It's a common scenario. Gallup research found that employees who work remotely 100 percent of the time are among the least engaged of all employees. They are also less likely to report having a conversation with their manager about steps to take to reach their goals.<sup>8</sup>

It's necessary to take a proactive approach to recognize Silent Superstars and prevent them from growing disengaged or, worse, leaving. A good place to start is to have a conversation with the managers of Silent Superstars to figure out the disconnect in their feedback. The solution could be to create opportunities to bring them and their managers together for more regular communication (for example, through project debriefings or regular one-on-one meetings). For Silent Superstars who are fully remote, it also makes sense to create more opportunities for face-to-face interactions, perhaps by shifting their work schedules to have them in the office periodically.

## Magnificent Managers

It's no secret that managers have a marked impact on employee engagement. Magnificent Managers are the very leaders who contribute to the positive engagement of their team. Their high scores from direct reports are proof that they engage in effective management practices such as being approachable and providing clear direction and feedback. Research shows that those kinds of activities tend to have a positive impact on employee engagement. For example, a Gallup survey found that 54 percent of employees who strongly agreed they could approach their manager with any question were also engaged.<sup>9</sup>

To maximize the positive effect Magnificent Managers have on employee engagement, it's necessary to recognize and position them for continued success.

Often, organizations focus on managers who are struggling, but there's a real need to capitalize on the benefits Magnificent Managers add. Ways to develop and retain these individuals can include activities such as:

- Rewarding them through a company recognition program
- Selecting them to mentor a high-potential employee
- Creating a development plan that will allow them to manage a larger or more complex team

*Managers in the organization with the highest feedback scores collected from direct and indirect reports.*





## Management Potential

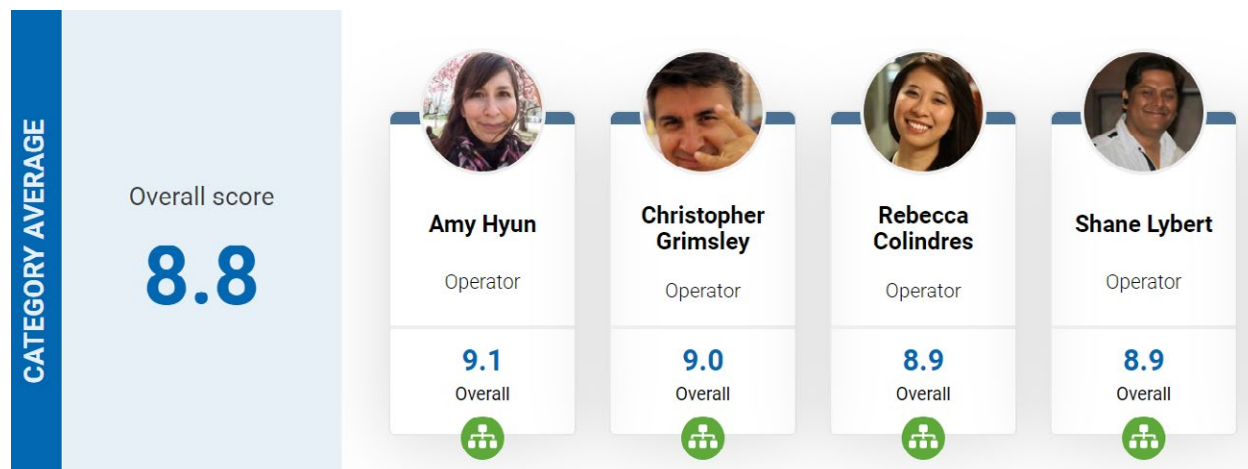
Selecting the right manager for a team is both critically important and challenging for most companies. Gallup research estimates that companies fail to choose the best managerial candidates 82 percent of the time.<sup>10</sup> Individuals with Management Potential are your future leaders; they are not yet managing but receive high feedback scores from their managers and peers. These individuals are highly esteemed and have already shown their capacity for building relationships and trust throughout the company.

To ensure you have a continuous pipeline of managerial talent, it's important to motivate and develop Management Potential individuals so they're ready when the right management opportunities come along.

Some examples of strategies that can help you achieve this goal include:

- Partnering Management Potential individuals with Magnificent Managers who can model important leadership behaviors
- Offering internal or external leadership training classes that teach management skills
- Implementing an internal management development program that allows individuals to take on team or project leadership roles

*Employees with high overall feedback scores, collected from managers and teammates, but no direct reports.*

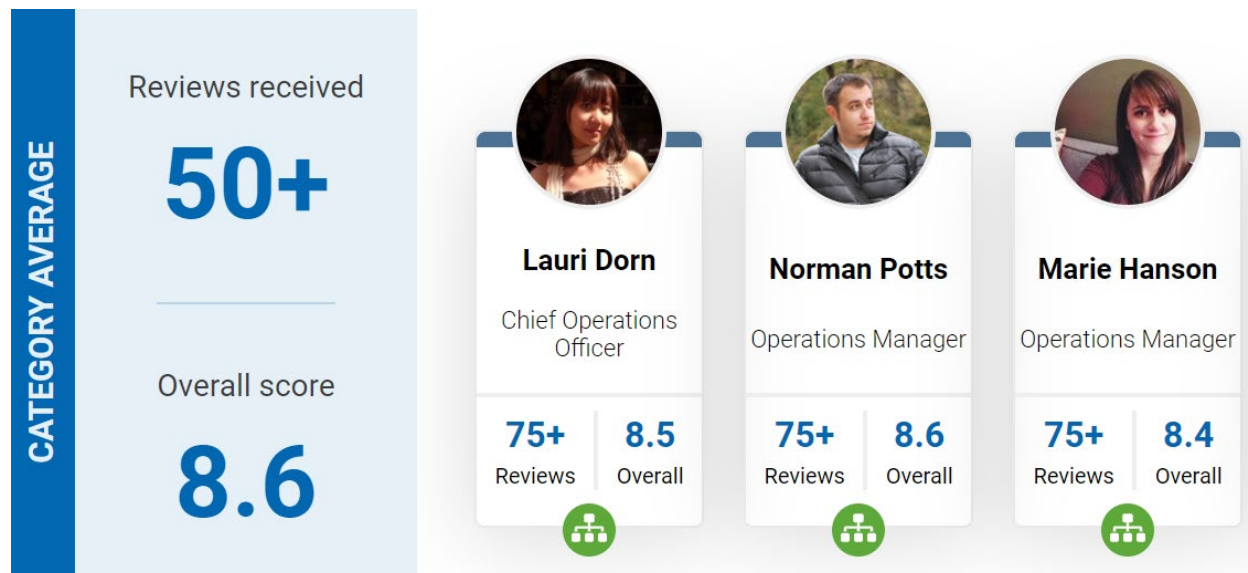




## Active Achievers

"Similar to Elite Employees, Active Achievers receive consistently positive feedback and have a tremendous impact on company culture. What makes them unique is their high feedback scores from a larger volume of coworkers. Considering the breadth of their impact and the degree to which they are respected and valued by others, it's important to motivate Active Achievers through deliberate recognition. Failing to do so could have them looking for the door. A survey by OfficeTeam revealed that two in three employees would quit their job if they felt unappreciated.<sup>11</sup>

Recognizing Active Achievers doesn't require an elaborate plan to stress how valued they are. In fact, many forms of recognition cost nothing but pay big dividends for the whole organization. Research suggests that simply expressing gratitude to employees—saying "thank you," writing a note, offering praise in a meeting—is a good place to start, and it also increases productivity and job satisfaction.<sup>12</sup> Thoughtful recognition encourages Active Achievers and others to continue to make a positive impact across teams.

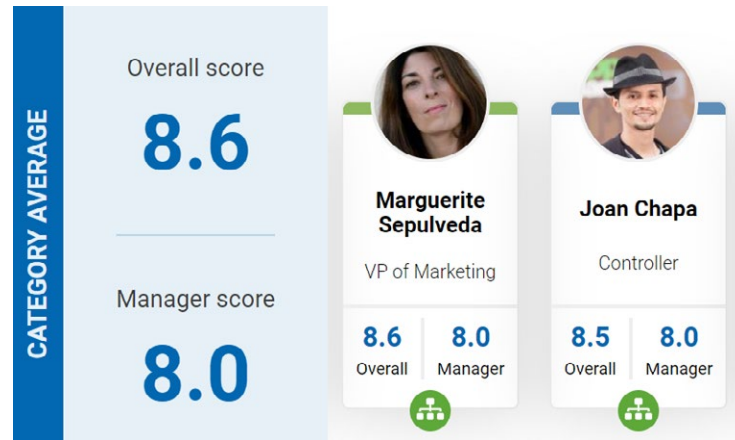


*Employees with the highest overall feedback scores collected from the highest volume of coworker ratings.*

## Flight Risks

Flight Risks achieve higher feedback scores than their direct managers, a concerning scenario that reveals a disconnect between employee and manager. When highly regarded employees work for less regarded managers, those employees can feel trapped or that their manager is hindering their success. When that happens, the company is at risk of losing them. You may have more Flight Risks than you think. In a national survey, 60 percent of employees said they have left a job or would leave over a bad boss.<sup>13</sup>

As they may not be receiving it from their manager, Flight Risks need recognition from a broad range of leaders in the organization. The reassurance that they are valued and respected can help them overcome any disconnect with their manager. Establishing a framework for increased communication between Flight Risks and members of the management team is also key, as it can provide the extra visibility and support required to retain them.



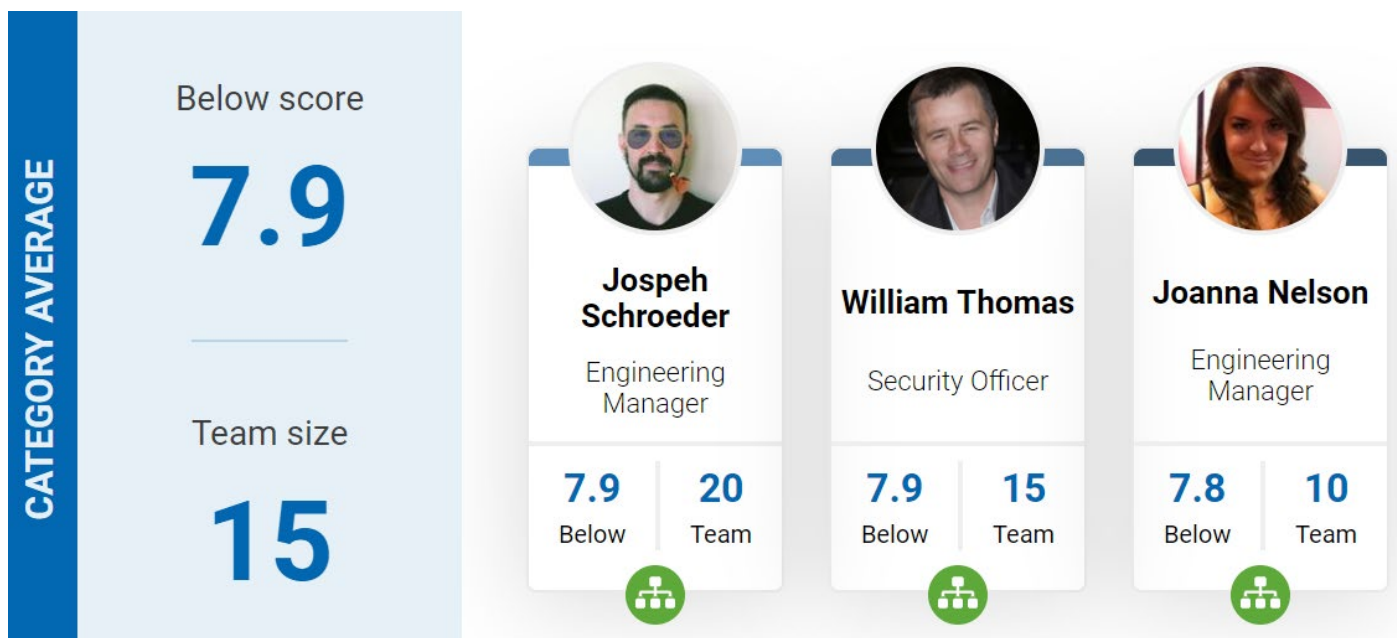
Employees with high overall feedback scores and managers with lower overall feedback scores.

## Struggling Supervisors

Being a manager isn't easy. Many people move into a management role not necessarily because they are sure to succeed in their new role but simply because they were excellent individual contributors. Whether someone has been managing for a while or is new to the role, leading others can be difficult and stressful. Research has found that some managers are less clear about expectations and experience more stress than those they manage.<sup>14</sup> As shown in their below-average feedback scores from direct and indirect reports, Struggling Supervisors find it difficult to cope with the challenges of managing others and are, therefore, at risk of negatively impacting team engagement.

Struggling Supervisors serve as an important example of how Macorva can help proactively identify and address managers who have the potential to hurt team engagement and drive away good employees. Our solution delivers collective ratings from direct and indirect reports that facilitate follow-up discussion and coaching. When Struggling Supervisors see that their feedback scores are a reflection of a team's experience, rather than that of one individual, you have a clearer path for improvement.

*Managers with below-average feedback scores from direct and indirect reports.*



## Upward Focused

Managing up is a valuable skill, and Upward Focused individuals do it well, typically earning higher feedback scores from their managers than from teammates. They deliver value to the company by understanding their manager's needs and meeting their expectations. However, their tendency to focus so much on manager relationships can create issues of accountability on their team. A multiyear study of more than 40,000 employees revealed that 82 percent of employees feel they don't have the ability to hold others accountable.<sup>15</sup> Upward Focused individuals can exacerbate accountability issues by seeming to put their manager's needs above the needs of the team as a whole.

Helping Upward Focused individuals doesn't require steering them away from developing strong relationships with their manager. Instead, they should be encouraged and coached to develop equally strong relationships with peers and subordinates. By starting a conversation with Upward Focused individuals and their manager, you can gain a well-rounded view of team dynamics and develop a plan for helping these individuals positively impact team engagement.

Employees with high feedback scores collected from managers, but lower overall scores collected from teammates.

CATEGORY AVERAGE

Above score

8.5

Overall score

8.0



Lisa Davison

Operator

8.6

Above

8.0

Overall





# Improve Engagement Locally with Macorva

At Macorva, we understand that measuring and improving engagement takes more than a conventional employee survey. Our solution combines the employee engagement pulse survey with unlimited 360-degree feedback for every employee, returning actionable results to help you improve engagement at the individual, team, department, and company levels.

Each of the employee standouts impacts company-wide engagement in unique ways. Knowing who they are will help you improve productivity and prevent the loss of great talent. By identifying workplace scenarios linked to employee engagement, Macorva empowers you to take actions that address each of your standouts and their need for development, coaching, and recognition. Contact us to [request a demo](#) and see how Macorva can help you revolutionize your workplace.



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## Unlock the Full Power of Employee Feedback.

Contact us to learn more about how Macorva can help your organization improve and sustain employee engagement.

[Request a Demo](#)