

How EAGER are your employees?

How can you assess employee engagement without spending a small fortune? Employee surveys, interviews, and focus groups can yield skewed results if employees mistrust the confidentiality of the instruments. Surveys and interviews can also backfire, increasing discontent by setting up false expectations. And the results of these assessment tools only give you a snapshot, a moment in time.

The factors that influence employee engagement in your organization can change rapidly. You need an assessment method that's quick and painless, and can be applied whenever you want to evaluate the impact of organizational changes on employee engagement.

Here's how you can Do-It-Yourself. Take the EAGER test.

EAGER Test

Rate each behavior, based on your own observations and what has been reported to you about your employees. No employee interviews are needed, although you can invite other employees or leaders in your organization to take the test (or even keep a tally of these behaviors in their department).

Rating Scale:

0 = Not observed 1 = Mild 2 = Moderate 3 = Severe or High

ESCAPE/AVOID:

- High turnover
- Excessive absences
- "Us/Them" splits between management and line staff, or between departments
- Venting, griping, complaining
- Doing the minimum
- "Not my job"
- Focused on the past

GET EVEN

- Hostile communications
- Undermining
- Bad mouthing the company in person or on the internet
- Employee theft of tangible or intellectual property
- Employee litigation against the company
- Workplace violence

RIVETED

- High employee retention
- Word of mouth recruiting
- Creative problem solving
- Collaboration
- Self-management
- Lively and interactive meetings
- Focused on the future

Results Key:

For each behavioral category, what number shows up most often? Escape/Avoid: ____ Get Even: ____ Riveted: ____

Escape/Avoidance behaviors indicate disengagement.

Get Even are retaliatory behaviors that work against your company goals and objectives.

Riveted behaviors are signs that employees are actively engaged.

If Riveted = 0 or 1, disengagement is draining energy and resources. If Get Even behaviors are also present, disengagement is high risk!

If Riveted = 2 or 3, there is significant evidence of engagement. You can build on this connection, to increase performance, resolve internal conflicts, and constructively direct employee energy.

Scored a 2 or 3 in all categories? This workgroup or organization is polarized into "us and them". Drill a little deeper to examine the patterns - Apply the EAGER test to smaller groups of employees, then identify the factors that keep some employees "in" while others are outsiders.

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