

Deep Dive Into Integral Employee Activation Index

It's time to value your
employees' values

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Integral, an award-winning employee activation agency, released the Integral Employee Activation Index in fall 2021. This measurement of employee readiness to support organizational goals was conducted in collaboration with The Harris Poll, a global consulting and market research firm. The findings show that an organization's performance on societal and political issues impacts employee turnover and performance on the job.

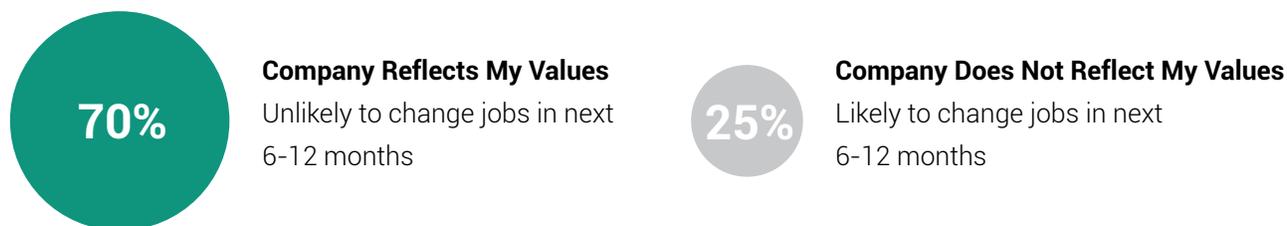
This report takes a deep dive into the relationship of personal and company values. According to the [Integral Employee Activation Index](#), more than 75% of those surveyed know and believe in their company's values. Yet, it may be too soon to celebrate those high scores.

As it turns out, there's a significant gap showing 39% of respondents say their **company's values don't reflect their personal values**.

The values gap is costly

Do company values need to match employees' values? Not necessarily. But during a time of the Great Resignation, employers need to look at every lever to keep their talent from leaving. According to SHRM's Human Capital Benchmarking Report, the average cost-per-hire was \$4,129 in 2016, (\$4,706 in 2021 when adjusted for inflation). The average time it takes to fill a position is 42 days. Our research indicates the more a company's values reflect their employees' values, the less likely people are to change jobs.

Who's likely to walk out the door—and why?



Values alignment is good for business

Companies have worked hard to create values since the watershed book [Built to Last: Successful Habits of Visionary Companies](#) 25 years ago. If values are empty words, companies open themselves up to departures. If companies want to be seen as having a "values-led" culture, leaders need to demonstrate making decisions based on company values and show an understanding of what is on the mind of employees.

Create listening loops

Have senior leaders meet with a cross-section of employees to understand where personal values and organizational values align (or don't).

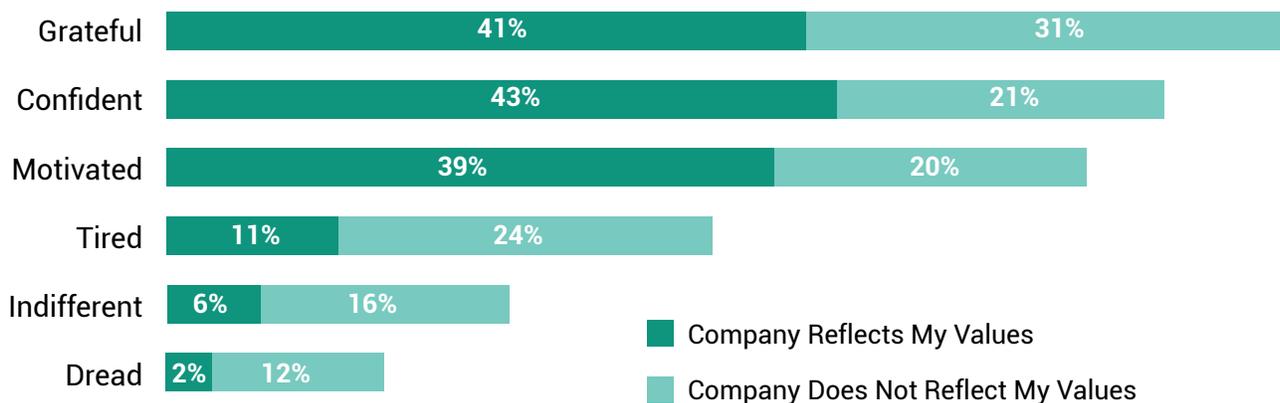
Measure what you value

Create programs to address significant gaps, and measure their impact Repeat on a regular cadence and commit to reporting out impact whether results are in your favor or not.

The values gap impacts employees' daily mindset

Organizations that don't take their employees' personal values and experience into account risk a workforce struggling to bring their best selves. The impact of employer values not reflecting employees' values has a 2x negative factor, in many cases, on daily mindset.

Daily Mindset Attribute



Empathy is the new superpower for managers

The time for managers to show empathy and caring is now. In January 2021, there were nearly 64 million managers in the U.S, roughly [43% of all employees are managers](#). That puts managers in a key role to influence an organization, but they need the right tools. For example, according to a Harvard Business Review article, [only 20% of managers have received any formal empathy training](#). According to Forbes, 98% of managers believe managers at their company [need more training to deal effectively with important issues](#) such as professional development, conflict resolution, employee turnover, time management and project management. Essentially, managers are unprepared for the role they have.

Develop manager empathy skills

Companies have offered employees support in areas like mental health and childcare. Many employees now expect their managers to be part of their support system to help them improve their life experience as it affects their employee experience. Companies can reinforce meeting the needs of their most important public by making empathy part of the management performance model. When organizations invest in professional development, resources, and support, more managers will be better equipped to meet the needs of their direct reports.

Prioritize feedback mechanisms

As organizations look to increase empathy within their workforce, they'll need to build new systems to motivate and reward adoption. Some may favor genuine, open conversations to develop empathetic relationships. This isn't in everyone's comfort zone; some will seek to avoid it. Leaders and managers will need to create a variety of pathways that meet people's needs.

HR departments will also need to put training and feedback loops in place that motivate adoption of empathy best practices across the workforce.

A wake-up call

Participants reflect United States demographics pertaining to genders, generations, racial backgrounds, and geographic area. Overall, across all participant responses, the top issues were employee health and well-being; job creation; racial inequality/discrimination/hate crimes/ prejudice/bias; data privacy; and the gender wage and leadership gap.

Issues that participants ranked low were hunger, domestic violence, and First/Second Amendment Rights.

Societal & political issues

Employees' good health and well-being	40%	Small Business Growth	16%
Job creation	26%	Voting Rights	15%
Racial inequality/discrimination/hate crimes/ prejudice/bias	25%	Gun Violence	14%
Data privacy	24%	Drug Addiction	13%
Gender Wage and Leadership Gap (uplifting women into leadership roles)	20%	LGBTQ Rights	13%
Access to Education	19%	Veterans Issues	13%
Income inequality (CEO/Worker pay gap)	18%	Hunger	13%
Sexual Harassment	18%	Domestic Violence	12%
Climate Change/Environmental Responsibility/Environmental Efforts	18%	First Amendment Rights	12%
Universal Access to Healthcare	17%	Immigration to the U.S.A.	12%
Poverty	16%	Second Amendment Rights	8%
Housing/Homelessness	16%	Abortion	6%
		Israel/Palestine Issues	4%

The Index found some notable generational and gender differences. These can serve as important guidelines for organizations as they develop employee programs. Gen Z ranked LGBTQ rights as the most important issue (32%); while men ranked job creation more important than women, who ranked gender wage and leadership gap/ gender equality as more important than men did.

Employees who believe their organization reflects their values rate their organizations' performance on the top issues as much as 25 to 30 points more positively than their peers whose values do not align.

Employee Health and Well-being



Job Creation



Racial Inequality/ Discrimination/Hate Crimes/Prejudice/Bias



Data Privacy



Gender wage and leadership gap/gender equity



- Overall Favorable Rating on How their Employer Responded
- Rating by those who Believe Employer's Values Match their Own
- Rating by those who Believe Employer's Values Do Not Match their Own

Promote your ESG efforts

It takes courage and commitment for a company to publicly take a stance for or against issues. As companies compete for employees and journey to become an “employer of choice,” organizations can keep and attract talent by making the right strategic commitment to the Environmental, Social, and Governance issues that matter to employees.

Shine a light on it

Don't wait for the annual report. Make ESG a news feature in your regular employee communications and quarterly all-hands meetings to provide more transparency and accountability.

Measure what you care about

HR leaders should evaluate the effectiveness and use of your health and well-being support programs (the top-ranked employee issue). Build advocacy to promote such programs and measure engagement with them.

Integral. We partner with you.

Integral is an award-winning Internal Communications and Employee Activation agency. Integral is more than a name—it's our mindset. We know how to align what's important to your employees with your values, using innovative approaches and channels to reinforce that alignment. Our specialty is helping global and national brands drive employee behavior change to achieve business goals and outcomes. [Let's talk.](#)

Explore the full [Integral Employee Activation Index Study](#).