

**Employee
engagement
is stagnant.
L&D is the
answer.**

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JD Dillon

Chief Learning Architect

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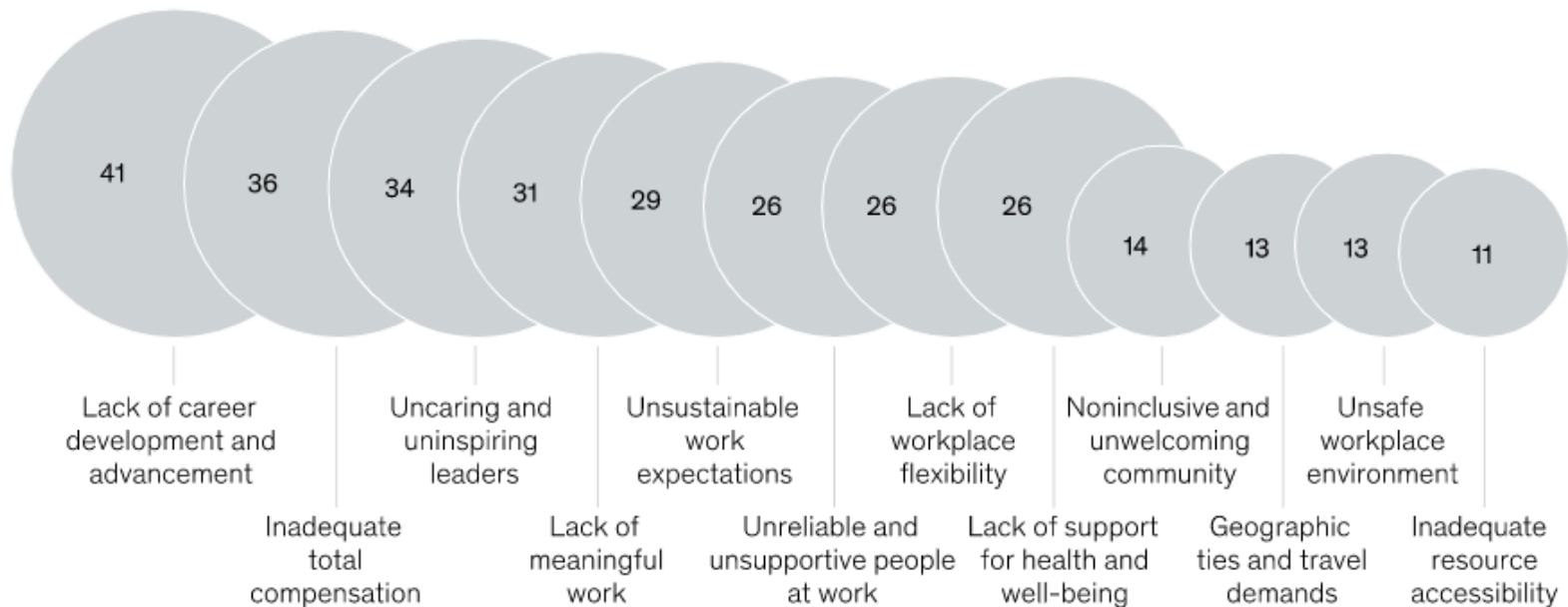


Brambles



L&D is the most
important player in
employee
engagement in the
frontline workplace.

Top reasons for quitting previous job, Apr 2021–Apr 2022, %



Source: Subset of respondents from McKinsey's 2022 Great Attrition, Great Attraction 2.0 global survey (n = 13,382), including those currently employed and planning to leave (n = 4,939), those currently employed and planning to stay (n = 7,439), and those who quit their previous primary jobs between Apr 2021 and Apr 2022 (n = 1,154)

But L&D's role isn't limited to development programs. We have a much more significant part to play across the spectrum of employee engagement.



**Describe the current state of
employee engagement in your organization
in one word?**



engagement

(as defined by Gallup)

**the involvement and enthusiasm of
employees in their work and workplace**

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The Case for Engagement



Low engagement costs the global economy **\$8,900,000,000,000**.

Highly-engaged teams deliver results.



23% profitability



78% absenteeism



17% productivity



21% turnover



68% wellbeing



63% safety incidents



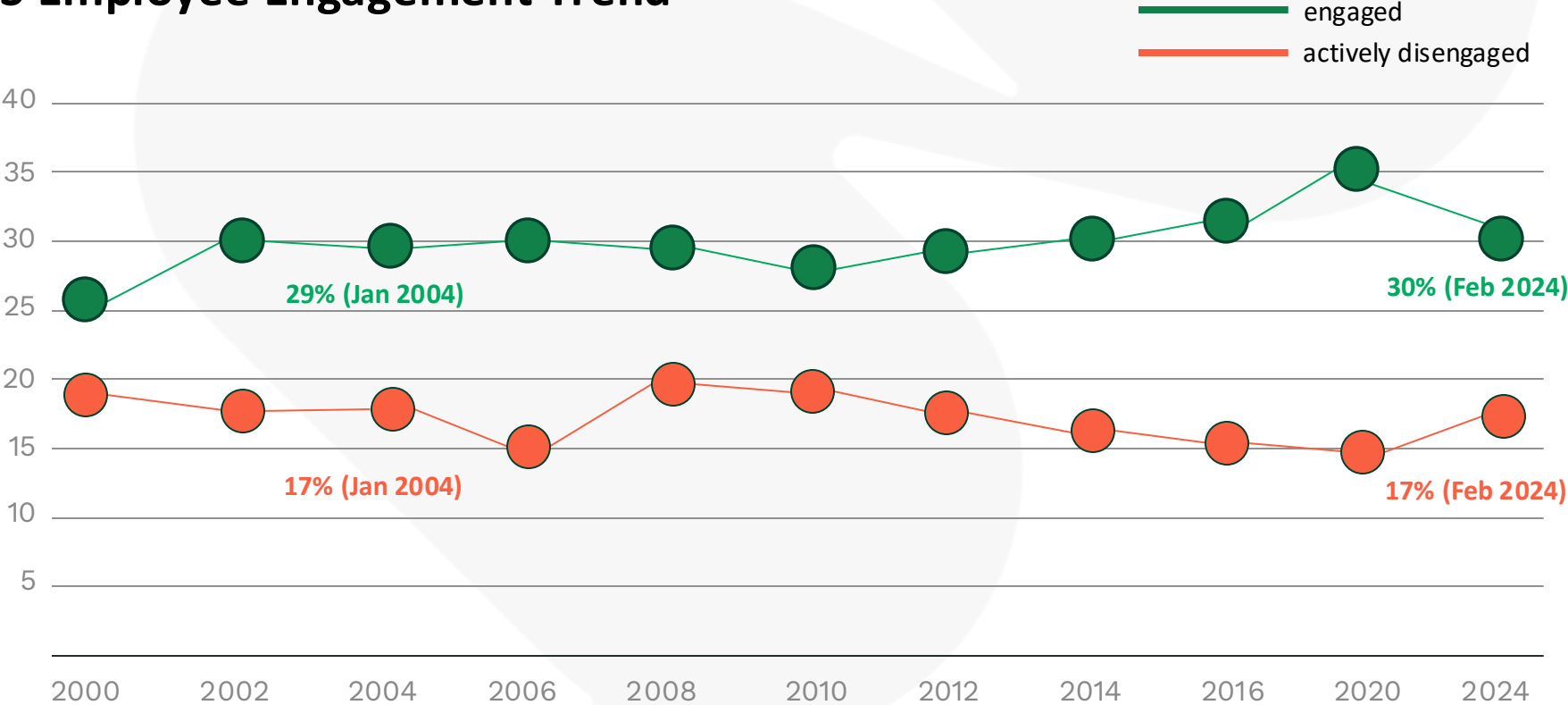
30%


of US employees are
engaged at work

17%

of US employees are
actively disengaged

U.S. Employee Engagement Trend





40% of frontline workers
want to quit.

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The Challenging Realities of Frontline Work



35%

lack of training
makes their day-
to-day job harder



46%

burned out on a
daily basis



39%

feel heard by
their organization

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It's not working.

Companies spend up to 3% of annual HR budgets on **engagement programs**.

63% use annual **engagement surveys**.

80% leverage other **monitoring tactics**.



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The background of the slide features three dark grey silhouettes of people standing in a line and holding hands. The silhouettes are positioned behind the main text, with the central one being the largest and most prominent. The overall tone is dark and somber, reflecting the message of the text.

Employee engagement is **broken**.

What if the problem isn't our **tactics**?

What if the gap is our **mindset**?

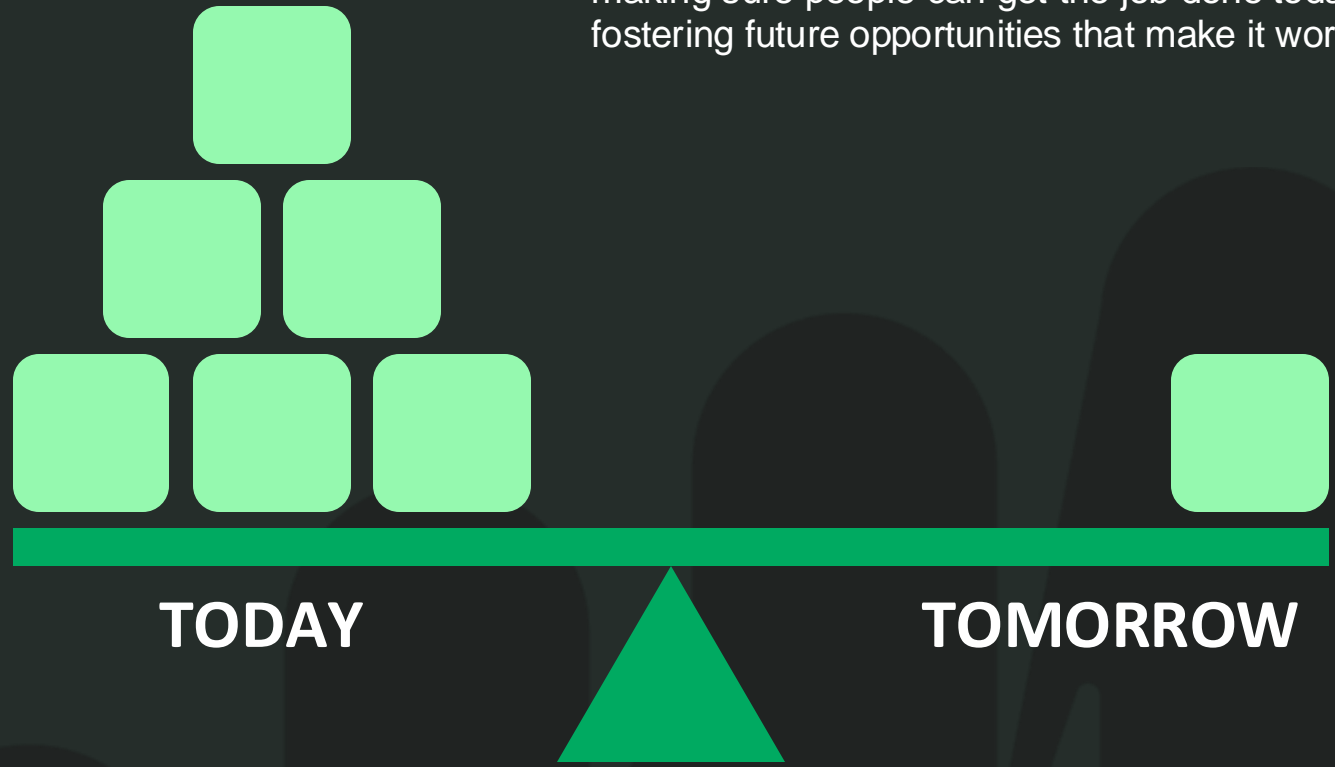


“

Corporate tried to roll out a core values thing. They invested a lot in it, but they're working in the corporate office. They want to get people excited about things that **people don't care about.**

Assistant General Manager, Food Service, Regional Chain

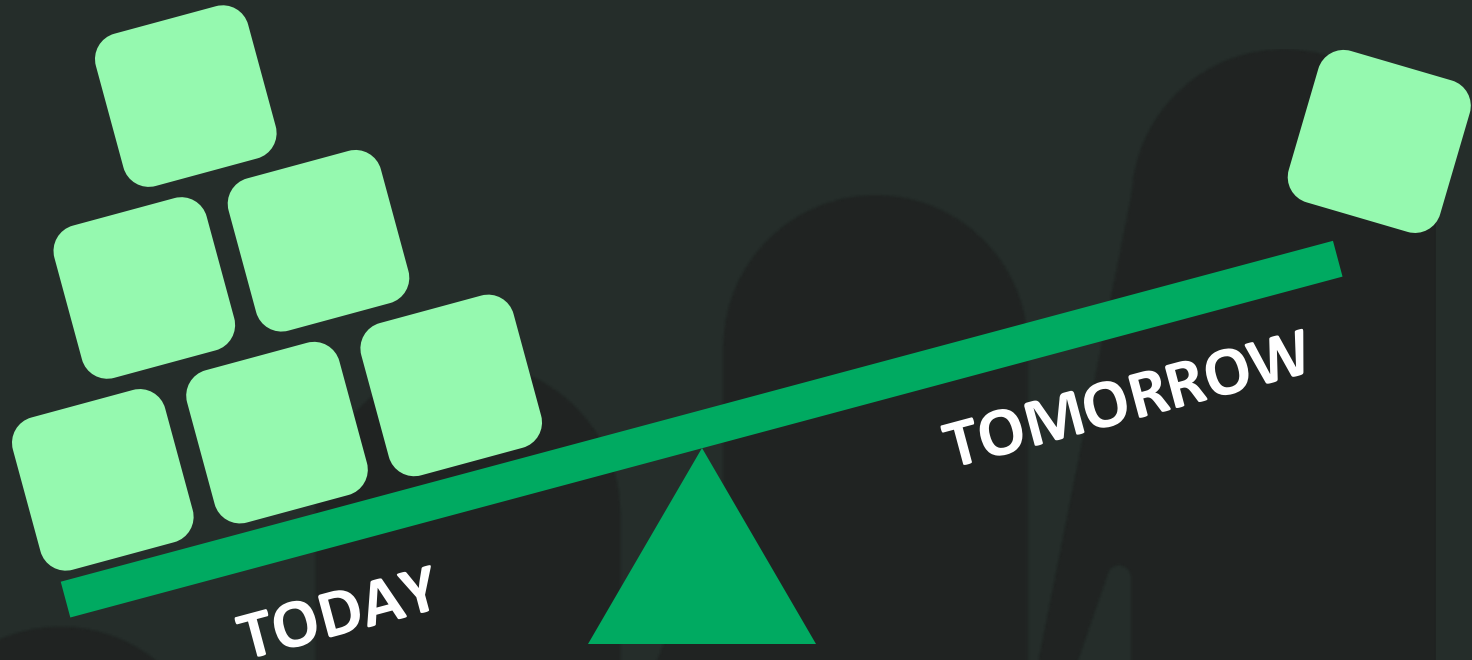
Fostering a great employee experience is a balancing act – making sure people can get the job done today while fostering future opportunities that make it worth staying.



TODAY

TOMORROW

If we can't solve the problems people face every day, future-focused offerings won't matter – because people won't stay around long enough to leverage them.



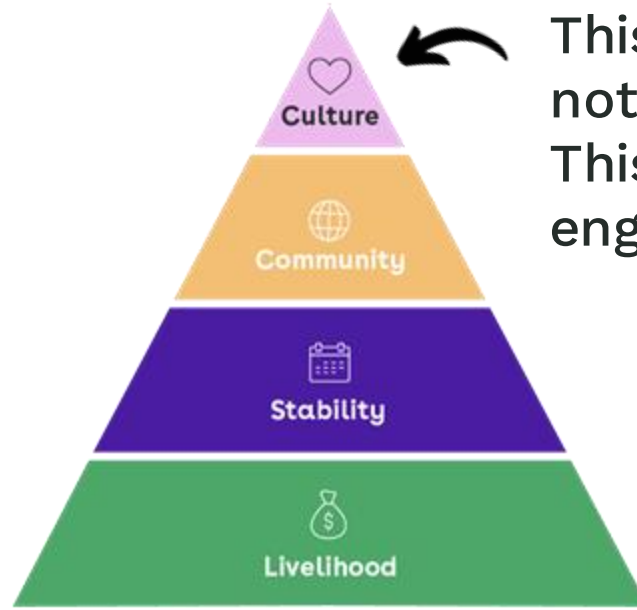


What makes
someone feel like
they had a **good**
day at work?



1. Got all my tasks done
2. Helped a customer solve a problem
3. Made good money
4. Met operational goals
5. Had fun

The frontline worker **hierarchy of needs**



This is the end goal,
not the starting point.
This is employee
engagement **achieved**.

The frontline worker **hierarchy of needs**

What breaks it down

- Lack of communication from head office
- Too much focus before below needs are met
- Lack of employee community
- Manager burnout
- Absenteeism
- Inconsistent hours/scheduling issues
- Lack of training/upskilling
- No scheduling tools
- Low wages
- Lack of benefits/perks



What builds it up

- Strong brand vision and values
- Strong communication
- A sense of camaraderie/investment
- Empathetic leadership
- Recognition
- Consistent hours and income
- Upskilling/employee development
- Feedback tools
- A livable wage
- Benefits/perks

Engagement

(as defined by JD)

an organization's ability to foster a comfortable, capable, confident workforce.

How do we help people feel
comfortable?



“

Make sure your employee base is safe, confident and **comfortable**. You need them to come back tomorrow.

You have to make sure that the people wearing your uniform feel comfortable, confident, and safe to come back the next shift.

Dick Johnson, former CEO, Foot Locker

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Methods for promoting comfort and stability in the frontline workplace:

- ✓ Offer a livable wage
- ✓ Define job expectations clearly
- ✓ Provide work flexibility
- ✓ Staff the operation properly
- ✓ Elevate safety and wellness conversations
- ✓ **Empower your frontline managers**



Managers account for **70% of the variance** in team engagement.

82% of new bosses are “accidental managers” with little-to-no formal training on how to do the job.

Managers are more stressed, angry, sad, lonely and worried than non-managers.



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“

We're not trained counselors, we're not mental health professionals. This situation adds a whole new dynamic of stress and anxiety.

You feel like **you can't turn off** because you're worried about other people's issues.

Store Manager, Global Retailer

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Assess your management practices:

- ✓ Define key knowledge, skills and behaviors.
- ✓ Start development activity before someone steps into the role full-time.
- ✓ Move beyond programmatic training to offer continuous learning and support.
- ✓ Foster peer support networks.
- ✓ Provide managers with training, insights and tools to manage their workloads.

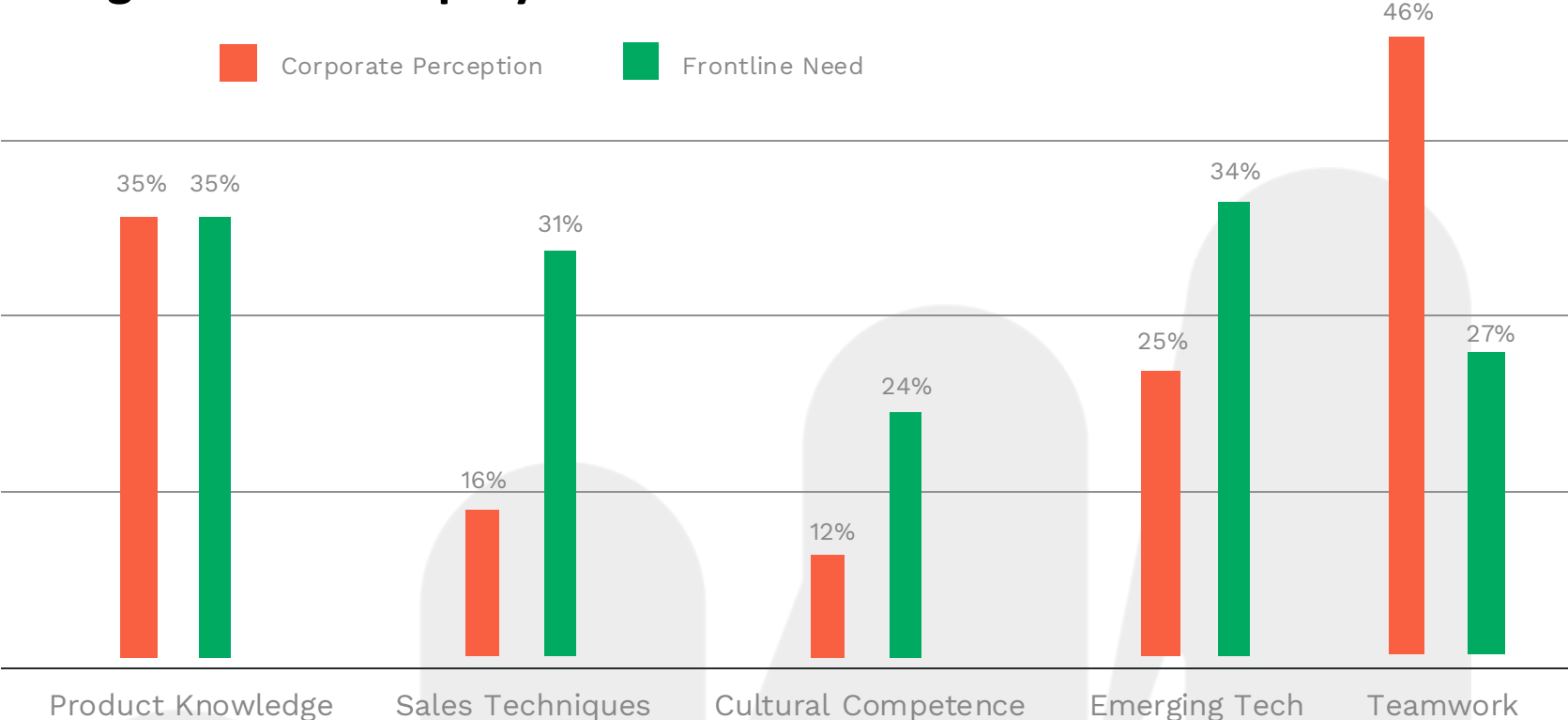


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How do we help people become **capable?**

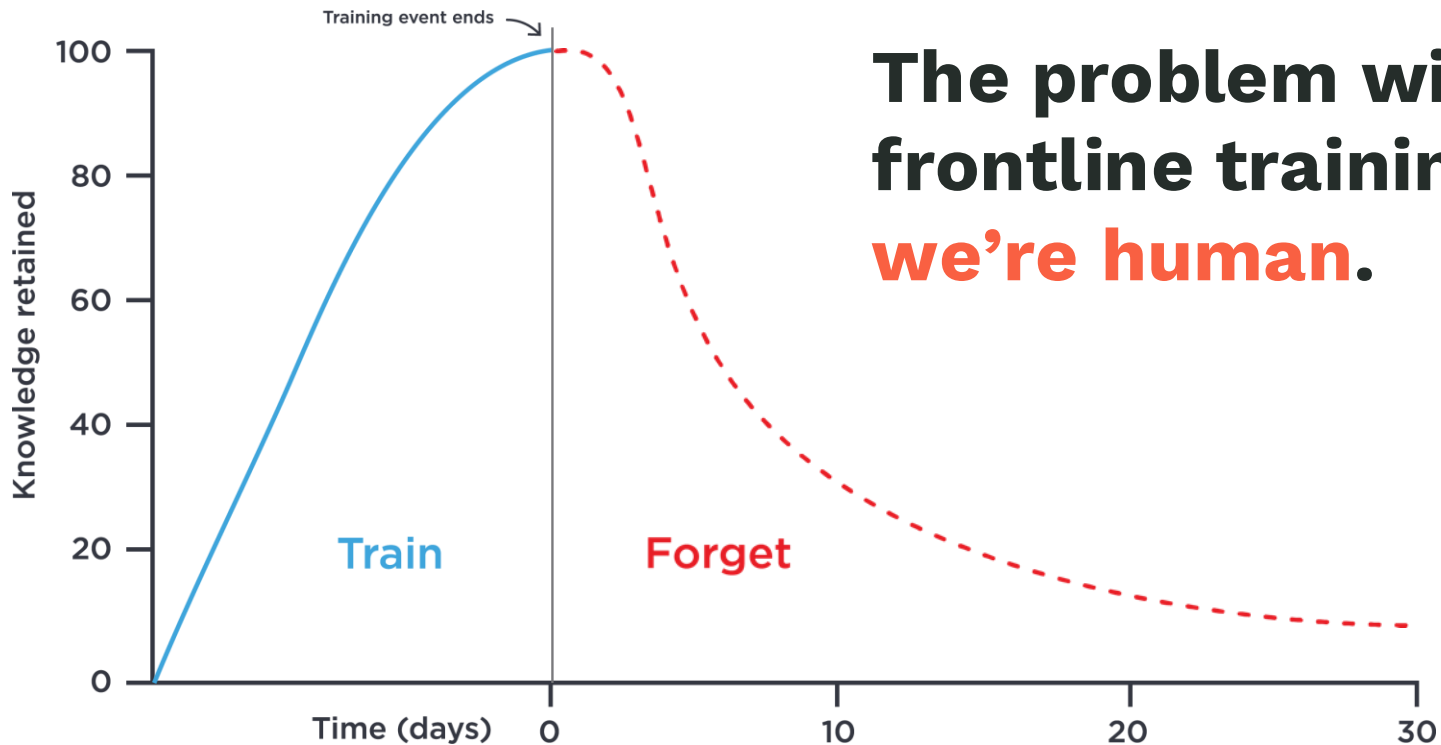
Training Frontline Employees Want (select examples)

Corporate Perception Frontline Need



Organizations struggle to fit training into the **busy frontline workflow**.

- ✘ Overloaded onboarding
- ✘ Check-the-box compliance
- ✘ One-and-done activities
- ✘ Limited ongoing support



**The problem with
frontline training:
we're human.**



“

It's really important for associates to **know what to do in the moment.** You can train somebody all day long, but in that instance everything goes out the window.”

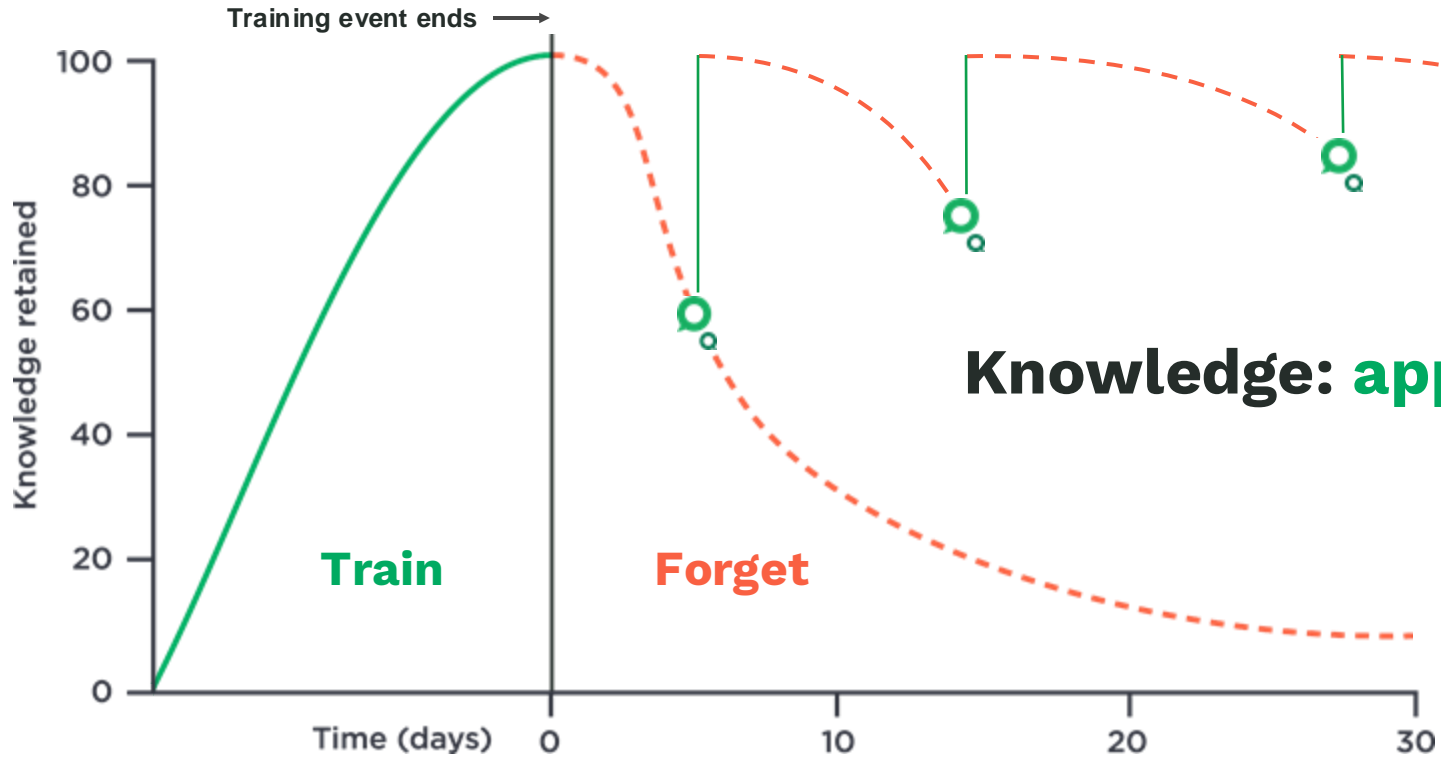
*Trevor Garrick
Director of Retail L&D | Harbor Freight Tools*

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A modern approach to frontline training:

- ✓ Clarify the difference between NEED to know and NICE to know.
- ✓ Shift from onboarding to everboarding.
- ✓ Apply microlearning principles to focus training on specific knowledge and skill.
- ✓ Reinforce NEED to know training.
- ✓ Provide on-demand resources and performance support tools.
- ✓ Prioritize cross-training and upskilling.



Knowledge: applied.



How do we give people a boost in
confidence?



“

Information is power. If you have information, it makes you feel capable and able to do what you need to do. It makes you feel able to help other employees. And that gives you a sense of well-being.

*Dr. Wendi Adair
University of Waterloo*

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52%

of frontline workers don't know what's going on within their organizations.

56%

of frontline workers don't feel heard by their organizations.

Over-communicate.

Uncertainty is scientifically proven to create a stress response in people.

That's why over-communicating was the go-to strategy of high-performing frontline organizations during the pandemic.

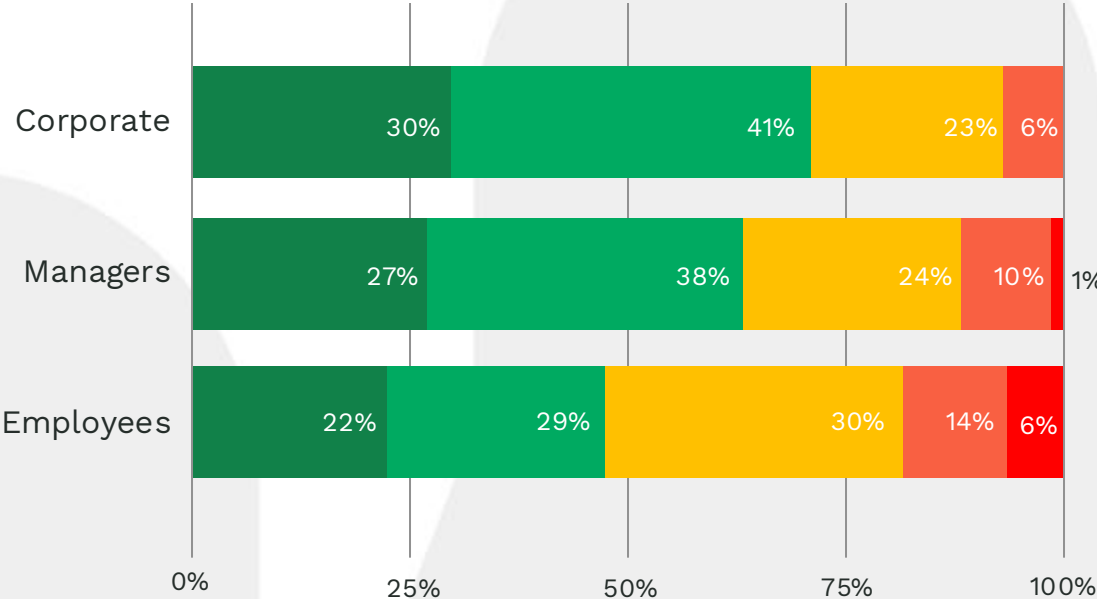
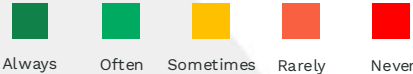
Open the lines of communication between HQ and the frontline.

- ✓ Broadcast timely messages.
- ✓ Think in terms of campaigns.
- ✓ Facilitate approved messaging channels.
- ✓ Collect direct frontline feedback.
- ✓ Foster community sharing of proven practices across locations.



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Appreciation and recognition



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**Behaviors
that get recognized
get repeated.**

39%

of frontline employees cite
recognition as a leading driver of
happiness and success at work

Methods for promoting authentic appreciation and recognition:

- ✓ Acknowledge your company is a collection of local work cultures.
- ✓ Start with the simple stuff: **thank you**.
- ✓ Provide frontline managers with tools and resources to foster local recognition.



comfort + capability + confidence



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Let's connect!



Be well.



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