



THE PERIODIC TABLE OF ELEMENTS



for a Highly Engaging Workplace Culture

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People & Relationships



Leadership



Benefits & Perks



Work-Life Balance



Learning & Development

Culture Trumps Performance (CtP) – Nearly 60 percent of HR professionals say they would fire a high performer who did not fit into the company culture or get along with their team.

Appreciation (Ap) – As Kronos revealed in a previous survey, 55 percent of employees say receiving a simple “Thank you” from their manager gives them a high sense of satisfaction at work.

Friendships (F) – When asked how important friendships at work were to impacting their performance, 64 percent of employees say they were important or very important.

Boomerangs (Bm) – Nearly half of HR professionals claim their organizations once had a policy against rehiring former employees. Now, 76 percent say they are now more accepting of hiring “boomerang employees” than in the past.

Leadership (Ld) – HR professionals and managers both say that the most important aspect of their workplace culture was having managers and executives who lead by example.

Innovation (In) – While 63 percent of managers and 62 percent of HR leaders said their organizations encourage employees to bring new ideas to the table, only 40 percent of employees agree.

Active Feedback (Af) – Nearly half of both HR professionals and people managers actively seek feedback from employees to preserve and strengthen their workplace culture.

Empathetic Managers (Em) – Nearly one-quarter of employees say a flexible manager is an important part of supporting their work-life balance.

Customer-First (CuF) – More than 40 percent of HR professionals and people managers say they look to their customers and the market to seek insights for innovation.

Mentoring (M) – 20 percent of millennial employees claim having a mentor or sponsor was a useful aspect of their employer’s onboarding strategy.

Pay and Benefits (Pb) – Nearly a quarter of employees said that, excluding pay, better benefits elsewhere is the top reason they would leave their current company.

Rewards and Recognition (R²) – HR professionals (45 percent) say offering more rewards and recognition to top-performing employees is an important strategy for retention.

Wellness (FiT) – Wellness programs are increasingly critical, with 23 percent of HR professionals and 25 percent of managers citing the importance of health programs.

Flexibility (Fx) – 24 percent of HR leaders and 35 percent of managers recognize that providing employees with more flexibility is an effective strategy for retaining them.

Me Time (Me) – A whopping 83 percent of employees say their workload does not prevent them from engaging in personal activities at home or in the office.

Generational Awareness (Ga) – More than 40 percent of HR professionals claim they change how they promote the company and culture based on what they feel will appeal to the candidate

Time off (To) – Almost one-third of employees say time off – whether paid or unpaid – is the best way their employer could support their work-life balance.

Work-Life Balance (WL) – Work-life balance was the third most important aspect of workplace culture cited by employees (40 percent), behind only pay (50 percent) and co-workers who respect and support each other (42 percent).

Retention (Re) – A pleasantly surprising 86 percent of HR professionals and 79 percent of managers are confident in their ability to retain current talent, while 44 percent of employees say they have no intention of leaving their current workplace.

Career Development (Cd) – More than 40 percent of HR professionals say funding career development courses is an important strategy in retaining employees.

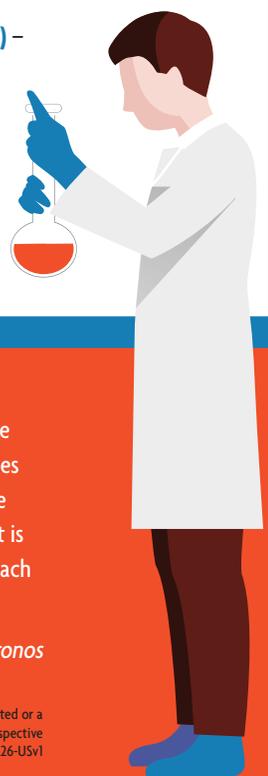
Onboarding (On) – While 67 percent of HR leaders said that they had a formal onboarding strategy, only 13 percent of employees concurred that their companies had a formal onboarding strategy, exposing a major disconnect.

Travel Opportunities (OOO) – A quarter of HR professionals and 21 percent of managers say offering employees the opportunity to travel was a strategy used to retain employees.

Work Exchanges (Ex) – Nearly one-third of HR professionals and 25 percent of managers say offering rotational programs, whereby employees can “try out” different roles within a company for a determined length of time, is an effective strategy for retaining workers.

Younger Professional Programming (Yp²) – Developing employment programming designed with younger generations in mind and actively seeking their input can help keep younger workers engaged.

Internal Promotions (Ip) – One-third of HR professionals and 31 percent of managers say that hiring more internally is a strategy they use to retain employees.



“Chemistry is essential for employee engagement. It starts at the top with senior leadership developing base elements for the workplace culture they want, and is left in the hands of people managers to develop good chemistry with employees. If managers cannot deliver on the promises made by leadership and HR, mission statements, values, and perks will come off as nothing more than hot air. While this periodic table of essential workplace elements is in no way exhaustive, it is a reminder that our workplaces are a complex equation of people, programs, and policies that each have a daily impact on employee happiness and engagement.”

— Joyce Maroney, Director, The Workforce Institute at Kronos

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