qualtrics XM

**2020 GLOBAL WORKFORCE
RESILIENCE REPORT**

Adapting your employee experience strategy amidst disruption

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Industry foreword

If there's one thing you take away from this report, we hope it's this: Asking for feedback— then taking action on it—is the single most important thing you can do to improve employee experience and your organizations ability to adapt and thrive. This has been a key ingredient for leading organizations before the change and disruption of 2020, has only become more pronounced through this year and it will likely hold true long into the future.

When the pandemic hit, every organization across the globe changed the way it worked in some way. You might have shifted to working from home, as we did at Qualtrics. Perhaps you increased safety measures for people working on-site or introduced new policies to improve support for working parents. You likely rolled out new technologies to better enable your teams.

How confident you have been in your people, technology and operations changes will depend on how well you are using the voice of your employees to inform and guide those decisions. Whatever changes you've made, as we move forward one thing continues to be clear: the key to being a resilient, high performing organization starts with understanding and building an engaged workforce. This requires us to improve how we listen, ensure we understand across our diverse workforce, and act on the needs of our teams using data.

We consistently find there's an indelible link between acting on feedback and an organization's ability to not only weather, but thrive through a storm.

Right now we all have the opportunity to actively reimagine the way work should be. We can't simply "go back" to the way things were, nor should we. Expectations have changed forever. We have to create a better experience for our workforce and ensure the new normal becomes the new better.

This will continue to pay dividends for organizational resilience and your ability to adapt to new and changing market opportunities.

Jay Choi
EVP and GM, Employee Experience
Qualtrics

Introduction

A FRAMEWORK FOR ADAPTING TO CHANGE

We are only at the beginning of the story in terms of how the global pandemic is fundamentally changing the world of work as we know it.

There will be more change to navigate ahead. But among uncertainty, two separate Qualtrics studies—one from before the pandemic in December 2019 aand this study fielded in May of 2020—reveal a way forward.

During times of change, most people want their employer to listen to their feedback, and they'll reward them with increased productivity, loyalty, and resilience.

This finding is consistent in both studies. For businesses plotting their path forward, listening to and acting on employee feedback data is paramount. With situations, expectations, and preferences changing daily, it ensures businesses can take a data-driven approach to move forward with confidence.

As businesses adapt to this new reality, they are rethinking their traditional employee engagement programs and moving into more holistic employee experience management.

To help you adapt and adjust your employee experience strategy, we analyzed the feedback from more than 17,000 employed individuals, at all levels within an organization, within more than 20 industries, and across 26 countries to create a comprehensive view into how the pandemic has impacted the global workforce. Additionally, we've outlined the most impactful and shared needs across the workforce.

The study reveals that the drivers for employee engagement have shifted dramatically in just six months. And it also reveals a gap between how leaders and frontline employees are responding to the pandemic, which if left unaddressed, could have consequences long after the pandemic.

The advice for all leaders is clear—and while probably not surprising, is very achievable:

01

Listen, understand, and take action on employee feedback

Two-thirds of people want to be listened to right now, and engagement is up to 90% when meaningful action is taken.

02

Empower your managers to better support their teams

People who have manager support are twice as likely to have the ingredients for resilience, and three times more likely to be engaged at work.

03

Get back to basics

The top drivers of engagement in the pandemic include strong leadership and communication.

About this study

Our results are based on a global study of today's workforce.

+ 17,012 participants

+ Full time employees at all
levels within an organization

+ Broad industry representation, with an
exclusion of the healthcare industry

+ Collected during May 2020

+ Across disruption factors, including
furlows, layoffs, and relocations

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You'll get how-to sessions on how they're moving forward and demos of ready-to-go solutions to help you drive change.

NBA · CHALHOUB GROUP · Microsoft · ATLASSIAN · UNIVERSITY OF MIAMI · +

work different

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OMAR JOHNSON

The state of the global workforce during COVID-19

The state of the global workforce during COVID-19

How are people coping with such massive disruptions at work? What matters to them most today, and how does that compare to "more stable" times? What populations are most affected today in work environments?

These are some of the questions we answer in this chapter. Before diving into the actions you can take to support your teams, let's cover the top global trends for employee engagement, resilience, well-being, and feelings of safety.

Even amidst a time of change and volatility, people are engaged at work. Remarkably, workforce engagement and intent to stay at their companies are higher than we measured pre-Covid: Our January 2020 trends report, found that only 53%* of the global workforce was engaged, while our current data pins global engagement levels to 64%.

Footnote: In January 2020, we reported a 53% engaged workforce. We modified our measurement for May 2020. Comparing across the same items results in a 56% engagement score.
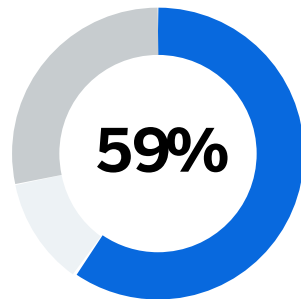
How we measure engagement

Engagement is a composite score of four main factors:

+ Commitment to discretionary effort—the desire to go above and beyond

+ Pride in work and the organization

+ Advocacy for the organization

+ Feelings of accomplishment from work

64%
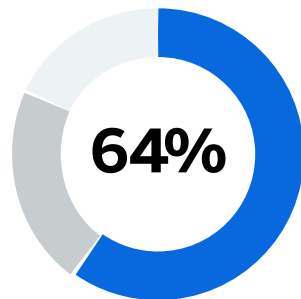
OVERALL ENGAGEMENT

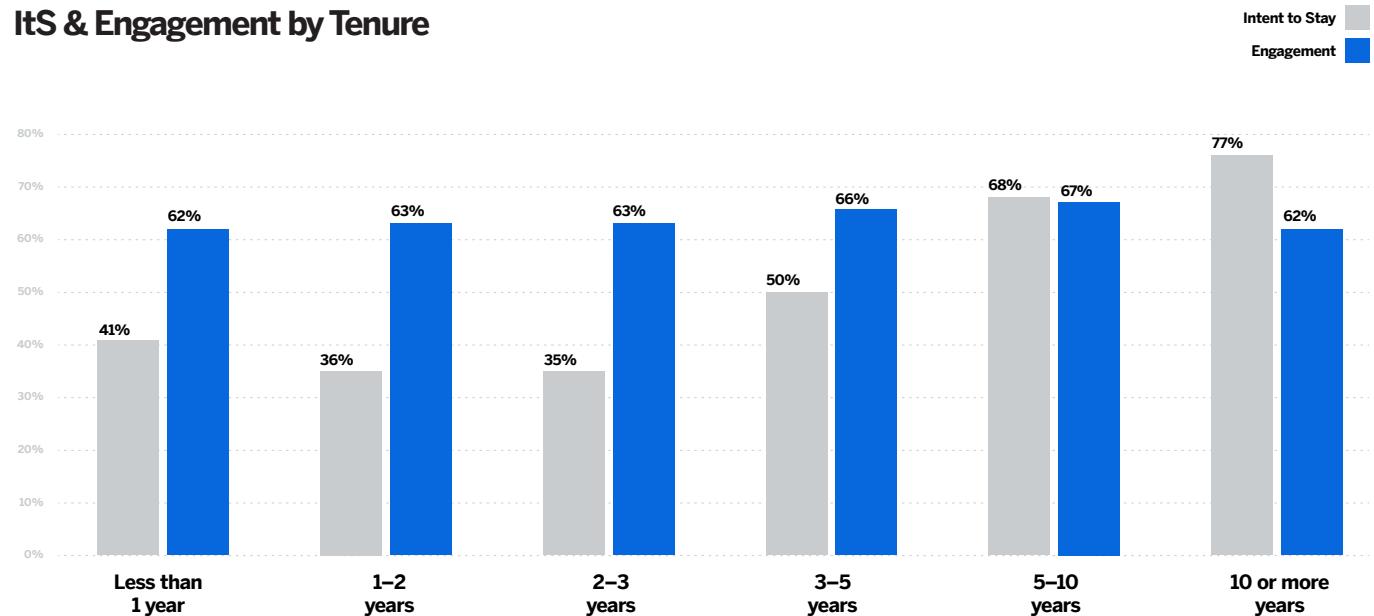**of the global workforce is engaged at work today.**

59%

OVERALL INTENT TO STAY

of the global workforce intend to stay with their company for the long term.

While work has considerably changed over the last six months, our research reveals little has changed in how tenure impacts engagement and intent to stay. Employees that have completed three years of service are more likely to stay and feel more engaged. And businesses with more engaged and enabled employees demonstrate 4.5x revenue growth compared to those without.[1]

These findings once again outline the importance—and rewards—of investing in employee experience management and delivering what people need to ensure they stay with you a long time.

ItS & Engagement by Tenure

Intent to Stay ▢
Engagement ▮

	Less than 1 year	1–2 years	2–3 years	3–5 years	5–10 years	10 or more years
Intent to Stay	41%	36%	35%	50%	68%	77%
Engagement	62%	63%	63%	66%	67%	62%

[1] *Korn Ferry—Keeping employees engaged*

HUMAN LEADERSHIP AT ALL LEVELS CONTINUES TO FUEL RESILIENCE AND PERFORMANCE

We'd like to circle back to a key premise of this study: During a time of massive disruption and uncertainty, how do employees react and what actions should leaders take? What lessons can we learn about the drivers of employee experience in times of crisis?

Across our research here, and with our clients, we see that leadership is a strong and consistent driver of engagement. As workforce leaders recognized the risks of COVID-19, in many cases they followed their instincts to step up, take action for safety, provide clarity, and communicate to their people strongly and clearly. The result? Higher engagement across the global workforce.

Amidst the uncertainty and changes brought on by COVID-19, our study found that four of the five top engagement drivers pertain to leadership and manager support.

Top drivers of employee engagement in May 2020
(in order of importance with all holding an r-value of .61 or higher)

01 **Senior leadership considers employee well-being when making key decisions which affect the workforce**

02 **I have confidence in our senior leadership team to make the right decisions for the organization (67% up from 53% in January 2020)**

03 **The communication from my company helps me feel more confident in the actions I can take for my own well-being**

04 **I feel supported by my immediate supervisor/manager in my efforts to adapt to organizational changes**

05 **My company is committed to employee safety**

Also, note that the favorability for the second driver—confidence in leadership—increased 14 points from the January 2020 trends report.

> *Listening is incredibly important. Especially in a world of virtual and remote work. If you do not have the ability to listen, you cannot be a leader. And I mean truly actively listen."*

Erica Volini
Principal and Global Human Capital Leader, Deloitte Consulting LLP

Employee engagement during COVID-19 did not increase in a vacuum. It increased because leaders instinctively provided visibility and transparency in their organizations. They listened and communicated more frequently, and made visible decisions that showed they care about their people.

People naturally seek out leadership, but especially so in times of uncertainty. When leaders at all levels within an organization ask and take the right actions—whether during a global crisis or times of turmoil within their own organization—employees will take notice and higher levels of engagement follow.

Rather than shying away from difficult conversations during times of disruptions, leaders should continue to lean into these human moments to connect their people to the purpose of the organization.

> Solid, consistent, top down communication is key. During COVID our senior leaders started running a Weekly Huddle across the enterprise, sharing very authentic and useful information. We know from our sentiment data that employees are benefiting as a result."
>
> **Marina Pearce, Ph.D.**
> *Global Talent Analytics Lead, Ford Motor Company*

Learn more about Ford's keys to success for organizational resilience

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PERSONAL RESILIENCE IMPACTS ORGANIZATIONAL RESILIENCE

Who is the most resilient in your organization? Most likely, it's your executives. Our study showed that executives rate their indicators of resilience the highest. Individual contributors and trainees, however, both rate their resilience indicators lower than the average.

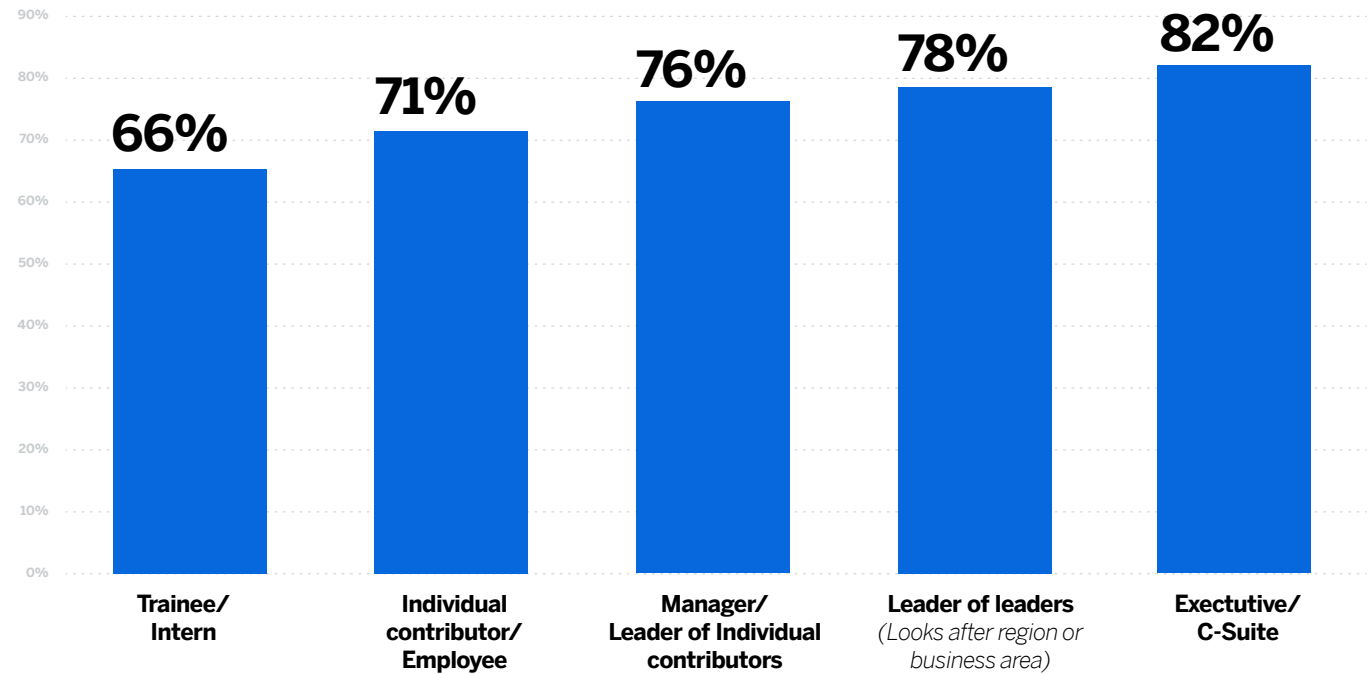**How we look at indicators of employee resilience***

Resilience is measured as a composite score of three factors:

+ Self-efficacy (confidence is one's ability to solve problems)

+ Social support (having needed connections with friends, family, and co-workers)

+ Optimism (confidence in the future of the company)

74%

OVERALL RESILIENCE

of employees around the world rate their indicators of resilience favorably.
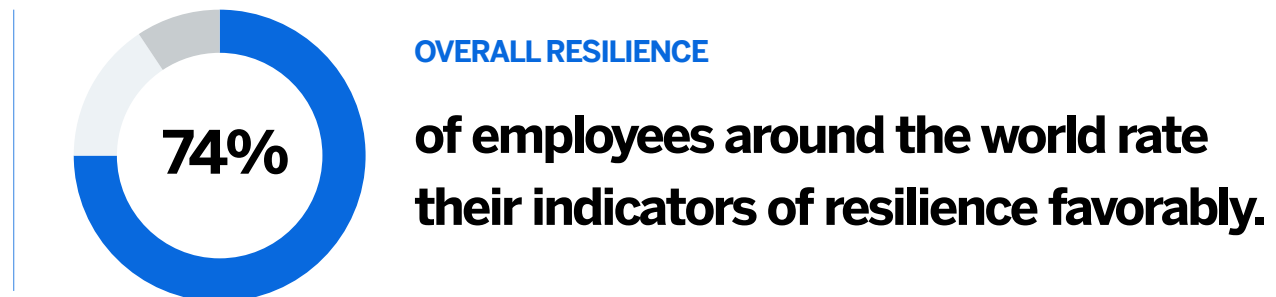
*Note: Resilience is a complex construct and so we've taken a small subset of items and used these as a proxy for resilience.

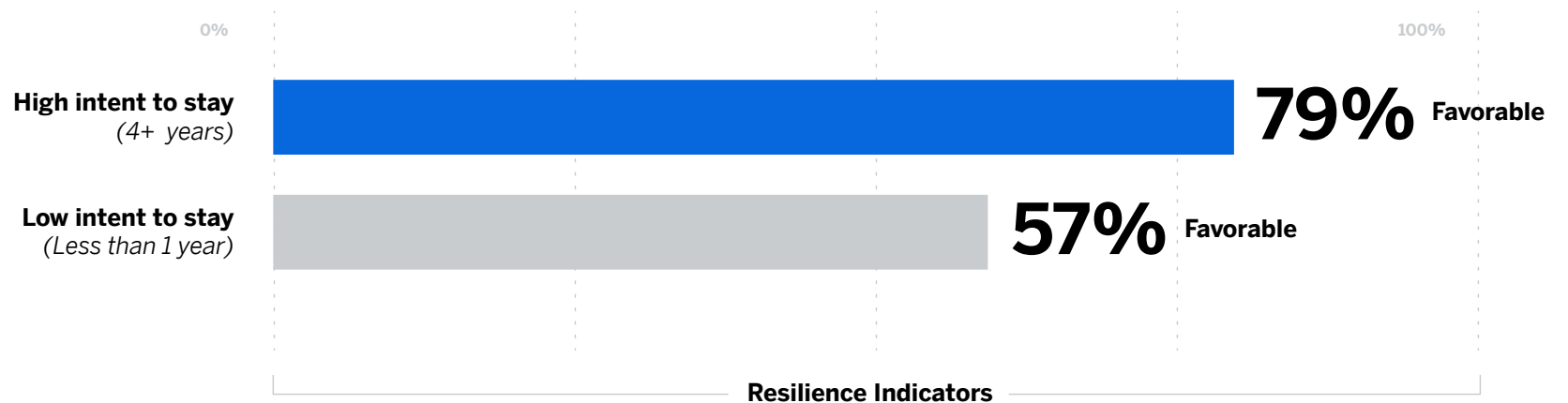## Resilience by Seniority/Job Level

Bar chart showing resilience percentages by seniority/job level:
- Trainee/Intern: 66%
- Individual contributor/Employee: 71%
- Manager/Leader of Individual contributors: 76%
- Leader of leaders (Looks after region or business area): 78%
- Executive/C-Suite: 82%

Overall, it could be good that leaders have the highest resilience—it signifies that they are adapting well to recent events and have effective coping practices. Yet, it is critically important for leaders to share those strategies and spend time supporting employees at all levels of the organization.
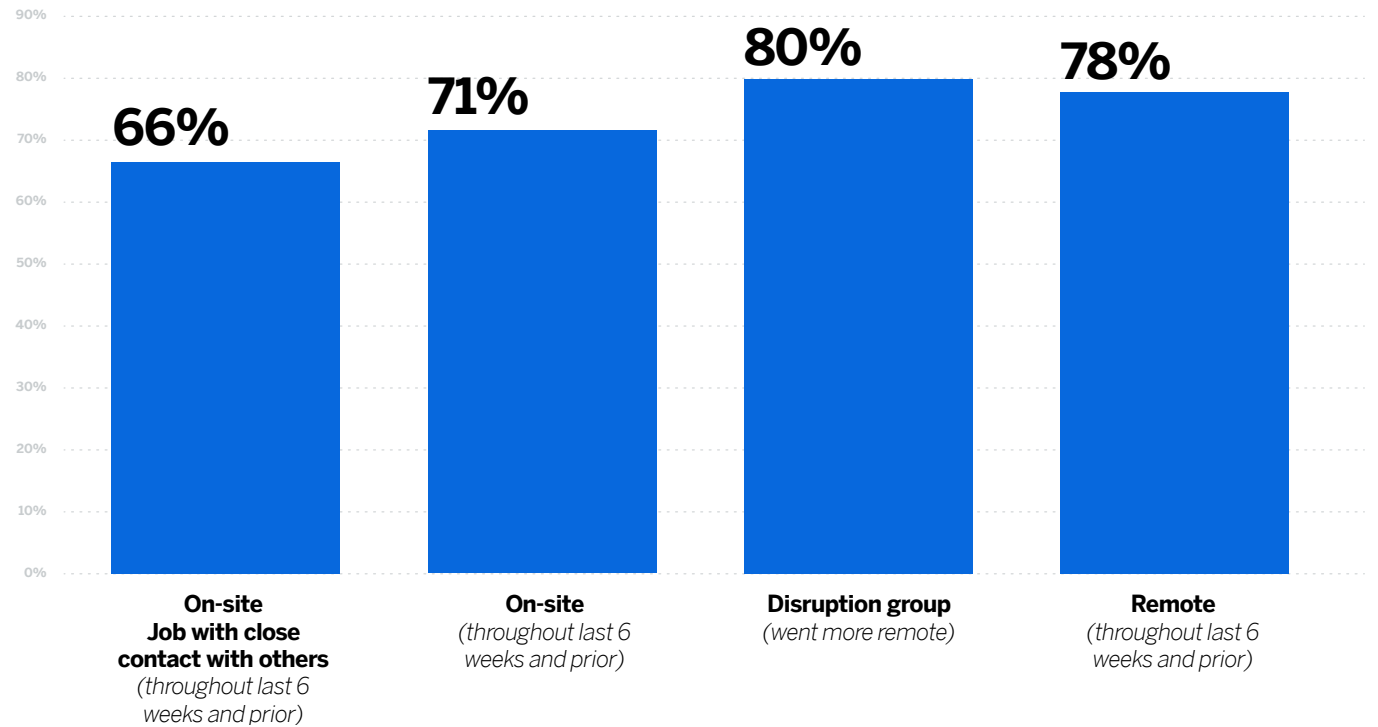
The disruption organizations face requires a new lens for understanding how to foster resilience in the workplace. Taking care of your people enables them to take care of business—not just preserving continuity, but adapting and thriving.

Resilience as leading indicator for intent to stay

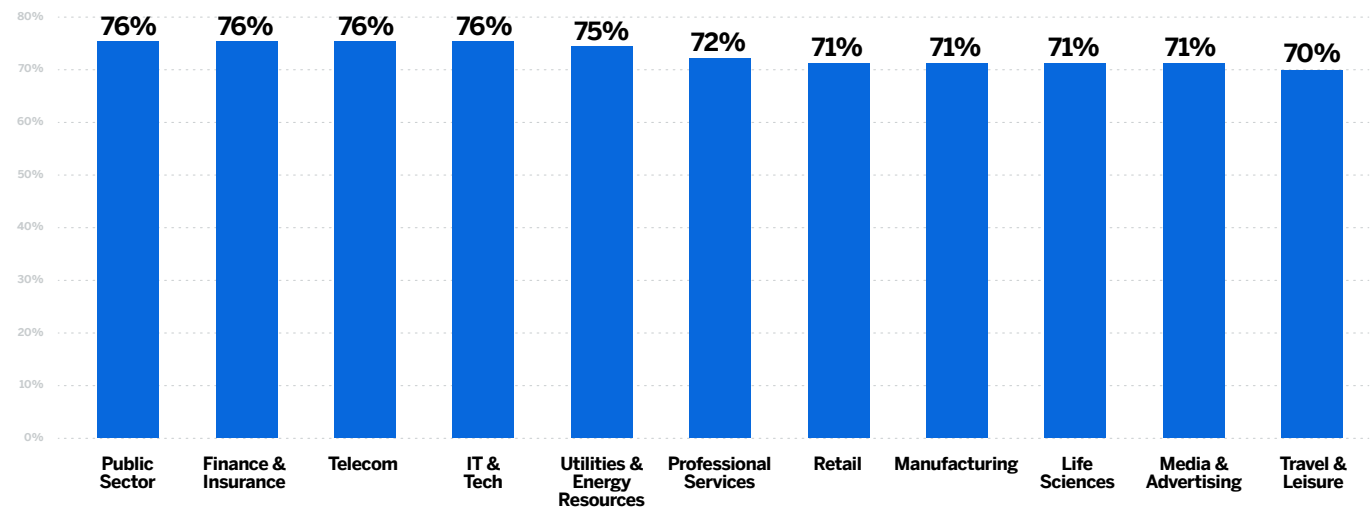|	0%		100%
High intent to stay *(4+ years)*		79% Favorable	
Low intent to stay *(Less than 1 year)*		57% Favorable	

Resilience Indicators

Lower resilience in your workforce means greater flight risk. The lower the resilience score, the greater the risk of an employee leaving the organization. In fact, there's a 20-point difference in resilience in those that intend to stay with the organization over the longer term (over 4+ years) compared with those that report an intent to depart the organization in the short term (less than one1 year.

Resilience by disruption to work locations

Resilience by industry

Industry	Resilience
Public Sector	76%
Finance & Insurance	76%
Telecom	76%
IT & Tech	76%
Utilities & Energy Resources	75%
Professional Services	72%
Retail	71%
Manufacturing	71%
Life Sciences	71%
Media & Advertising	71%
Travel & Leisure	70%

Resilience also varies by industries and work location. Unsurprisingly, people who remain on-site, with co-workers and the public, have the lowest resilience. These on-site workers would likely be classified as essential workers during May 2020.

Conversely, those working remotely—whether they were already remote or shifted to work-from-home—had the highest resilience. Resilience indicators were rated highest in employees who were doing their work remotely, whether they were already remote or shifted to work-from-home.

**Return to Work:
Building Resilience
in the New Normal**

Qualtrics and EY share
insights into creating
a resilient, safe, and
productive environment
for years to come.

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EMPLOYEE WELL-BEING IN THE NEW NORMAL

Work-life and home-life have blended even further thanks to increased remote work formations. Our study found that maintaining balance and workload is key to improving people's well-being at work, especially in a time of disruption.

Yet, while organizations have shown great resolve in maintaining employee trust and overall engagement, we need to stay focused on the well-being front. 79% of all respondents feel "at or beyond workload capacity".

79% feel at or beyond workload capacity

Organizations spent great amounts of time and money to try to get messages out to their people and provide guidance, benefits programs and support resources. Based on the scores we see, some of the signals got lost in the noise.
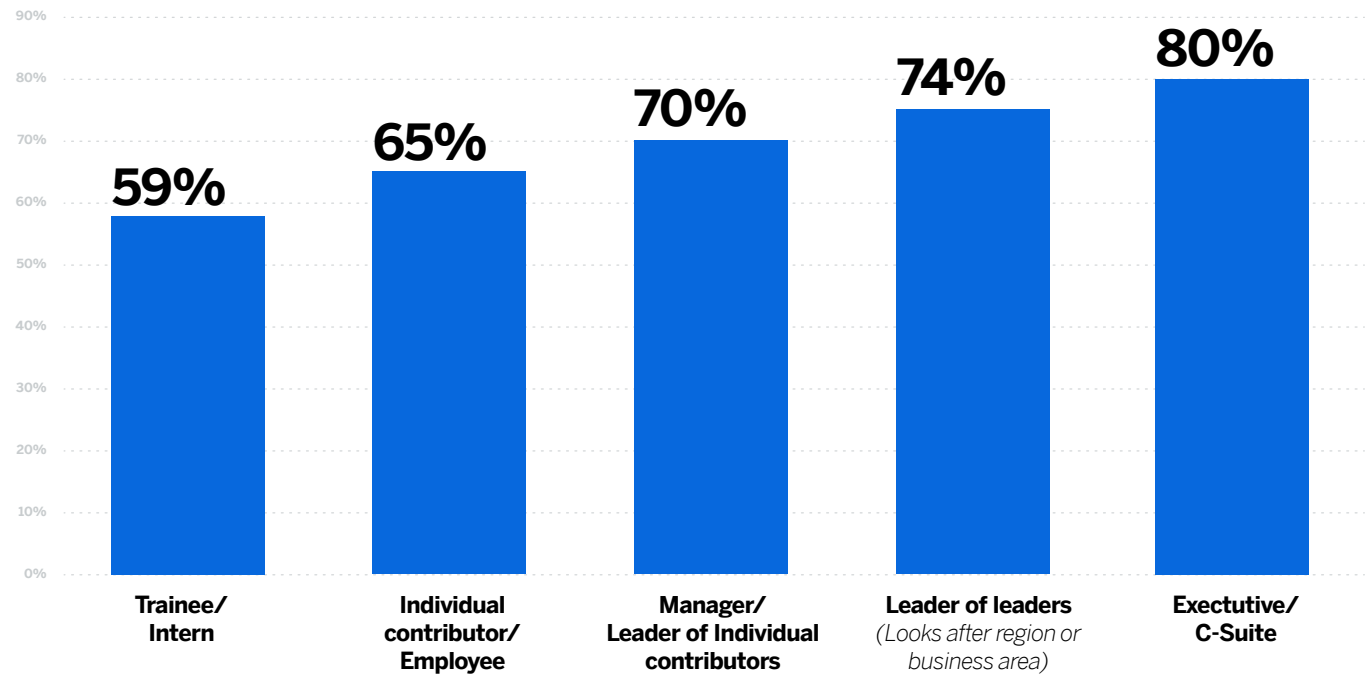
Measuring work/life balance

We asked employees to rate how well their company was supporting their efforts at balancing their work and personal lives.

68%

WORK/LIFE BALANCE

Only 68% of employees favorably rated their company's efforts to support balancing their work and personal lives during COVID-19

With only 68% of respondents having a favorable rating of their organizations efforts in balancing work and personal lives at the early phase of the pandemic, putting an emphasis on avoiding burnout throughout the continued uncertainty is critical.

Company Supports Balance by Seniority/Job Level

Chart showing "Company Supports Balance by Seniority/Job Level":

Trainee/Intern	Individual contributor/Employee	Manager/Leader of Individual contributors	Leader of leaders (Looks after region or business area)	Executive/C-Suite
59%	65%	70%	74%	80%

Once again, when we analyze the perceptions of support for work-life balance by job level, the same trends shared above hold true: There's a 20-point difference between executives versus individual contributors and trainees/interns.

Highest responses for:
What information/support would most improve your well-being?

33%	**32%**	**31%**
How to work safely	**How I can manage stress**	**How to manage my current workload**
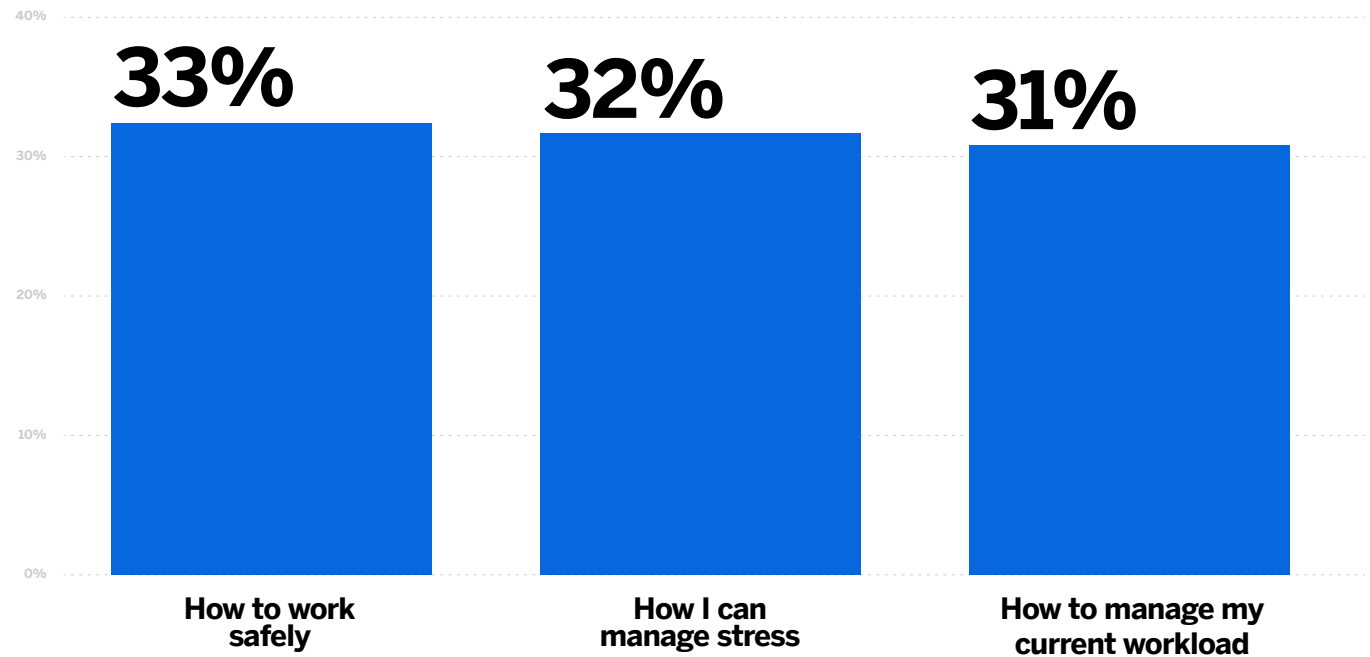
When it comes to improving well-being, a safe working environment and help managing stress and workload is critical. Help employees find the right workload balance. As workload increases above an employee's capacity, they feel less safe even amidst organizational efforts to maintain a physically safe working environment.

Download the HR leader's success kit to enabling a remote workforce

Employee experience is about meeting people where they are, listening, and supporting them based on their own feedback.

DOWNLOAD NOW

Recognize that new stressors can't be ignored and will contribute to the resilience of your organization. Top contributors to personal stress and anxiety that employers must understand and address include: [2]

+ Contracting COVID-19

+ Financial pressure

+ Being stuck at home

+ Loneliness/social isolation

+ Fears about job security

+ Childcare and homeschooling requirements and schedule flexibility

Your employees may need help navigating their day-to-day stress or outside of work stressors. These are areas your managers can meaningfully impact. As the employees' direct connection to the company, their actions can either exacerbate or alleviate workers' mental health challenges.

[2] *Qualtrics International Study—The Other COVID-19 Crisis; Mental Health, April 2020*

> *There's a huge overlap between the strategies that keep people safe – good sleep, good work-life balance, working at a sustainable pace, being deliberate about collaboration— and the best strategies for making people happy."*

Rodd Wagner
Bestselling Author, Columnist, and Executive Advisor SafeStart

THE WORKFORCE SAFETY CONTINUUM

It goes without saying that safety—and feeling safe at work both physically and psychologically—are immensely important for everyone during 2020. Physical safety practices are commonly foundational for industries like manufacturing or utilities, but in 2020 safety became a top concern across the board.

While the previous factors we studied, like engagement, are composite scores, we measured safety through several types of questions. Our goal is to understand what demographics feel most and least safe at work, how companies are performing globally when it comes to making employees feel safe, and how organizations can improve feelings of safety overall.

What demographics feel most and least safe at work? How are companies performing globally when it comes to making employees feel safe? How can organizations improve feelings of safety overall?

Measuring safety

We asked employees to rate how much they felt their employer is committed to employee safety.
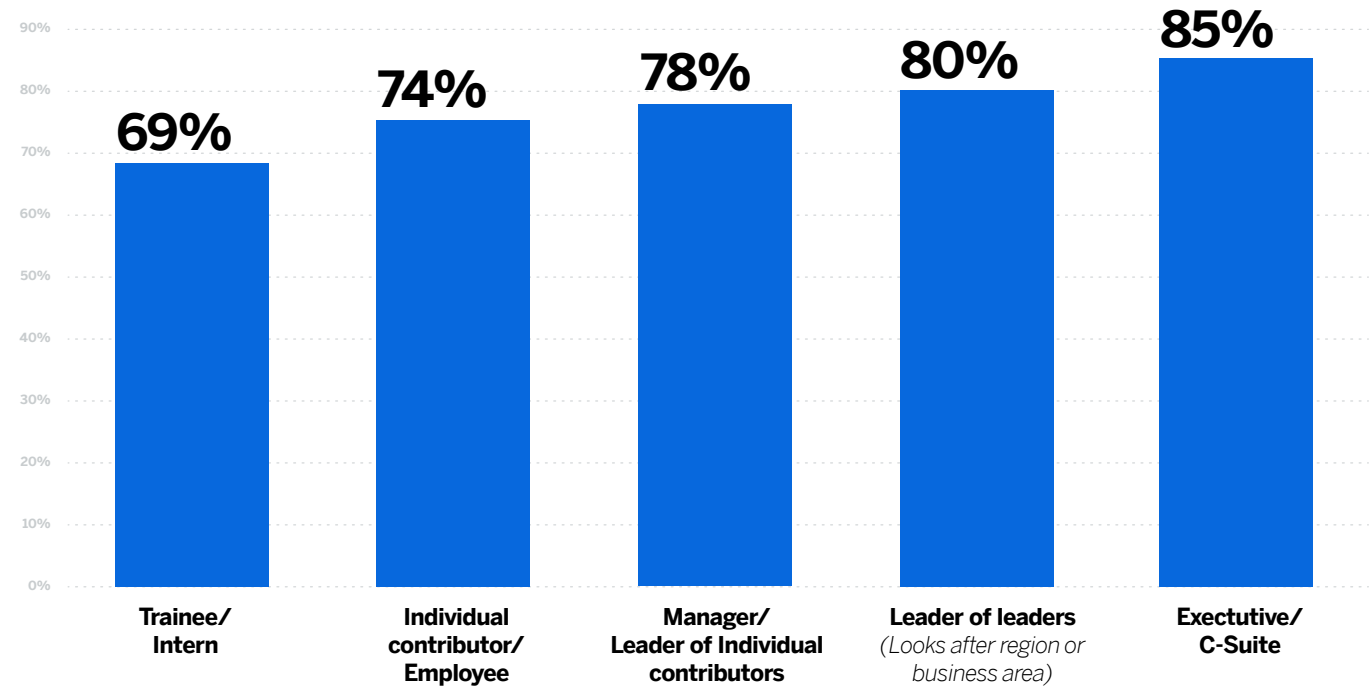
MY COMPANY IS COMMITED TO EMPLOYEE SAFETY

76%
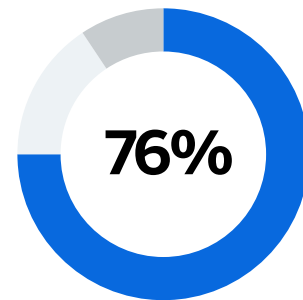
Overall, 76% of employees agree with the statement "My company is committed to employee safety."

At first glance, this may seem like a high score. But, safety is a topic where leaders should have the highest expectations. The goal for safety behaviors and commitments should always be 100 percent agreement.

There's also a link between job level and feelings of safety. In line with previous themes discussed, executives rate safety much higher than frontline workers.

My company is commited to safety by job level

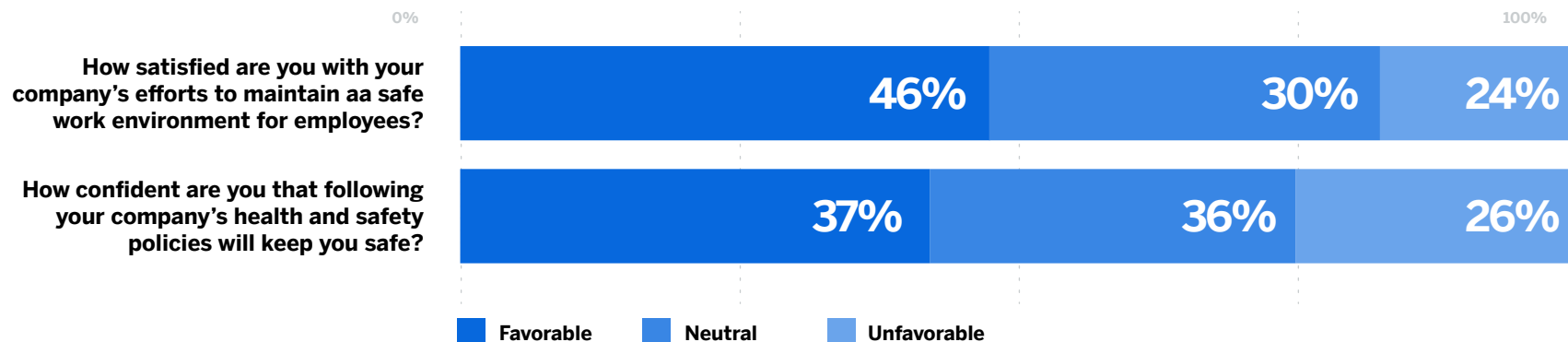|				
69%	**74%**	**78%**	**80%**	**85%**
Trainee/ Intern	**Individual contributor/ Employee**	**Manager/ Leader of Individual contributors**	**Leader of leaders** *(Looks after region or business area)*	**Exectutive/ C-Suite**

What's the lesson here? Leaders must prioritize communicating the steps being taken to protect safety, and the information on which you are basing safety decisions. Make sure that the communications reach everyone in your organization —especially to those in place-dependent roles for which being on-site is a requirement. Employees furthest from leadership tend to rate their confidence the lowest.

Special considerations for those on-site and on the frontlines

On-site employees are most at-risk, and thereby need the most safety precautions. Yet, according to our study, on-site workers say their organizations are not protecting them enough.

On-site safety:
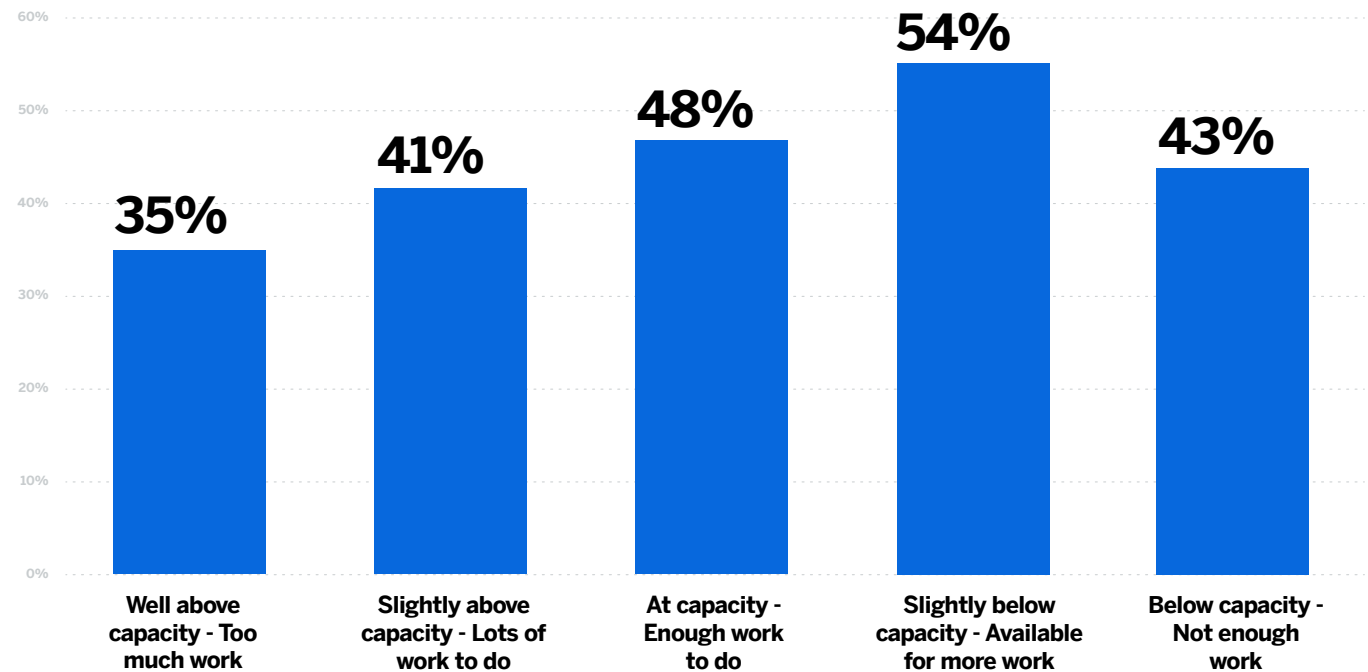## Satisfaction with the company's efforts and confidence policies

5,453 Responses

	0%		100%

How satisfied are you with your company's efforts to maintain aa safe work environment for employees?

46%	30%	24%

How confident are you that following your company's health and safety policies will keep you safe?

37%	36%	26%

■ Favorable   ■ Neutral   ■ Unfavorable

Less than half of employees who work on-site are satisfied with their company's efforts to maintain a safe work environment. Even fewer—37%—are confident that their company's policies will keep them safe at work.

Our data shows that maintaining some buffer in bandwidth—slightly below their work capacity—is key to helping people feel more safe in their work environments.

On-site safety ratings by workload/capacity
(Satisfaction with company's efforts to maintain a safe working environment)

Well above capacity - Too much work	Slightly above capacity - Lots of work to do	At capacity - Enough work to do	Slightly below capacity - Available for more work	Below capacity - Not enough work
35%	41%	48%	54%	43%

While too much work makes people feel unsafe at work, the opposite is also true. For those that said they were below capacity, 83% of those respondents also reported that their hours had been reduced or they had been recently furloughed. Beyond the demoralizing impact of furloughs or reduced hours, it's an important finding that organizations will need to work to rebuild trust and confidence in safety practices with those employees as they are able to bring them fully back to work.

As you formulate new safety protocols, engage employees at all levels and role types. Their insights can help you anticipate – and overcome – the challenges of implementing new safety procedures.”

Teresa Cummins
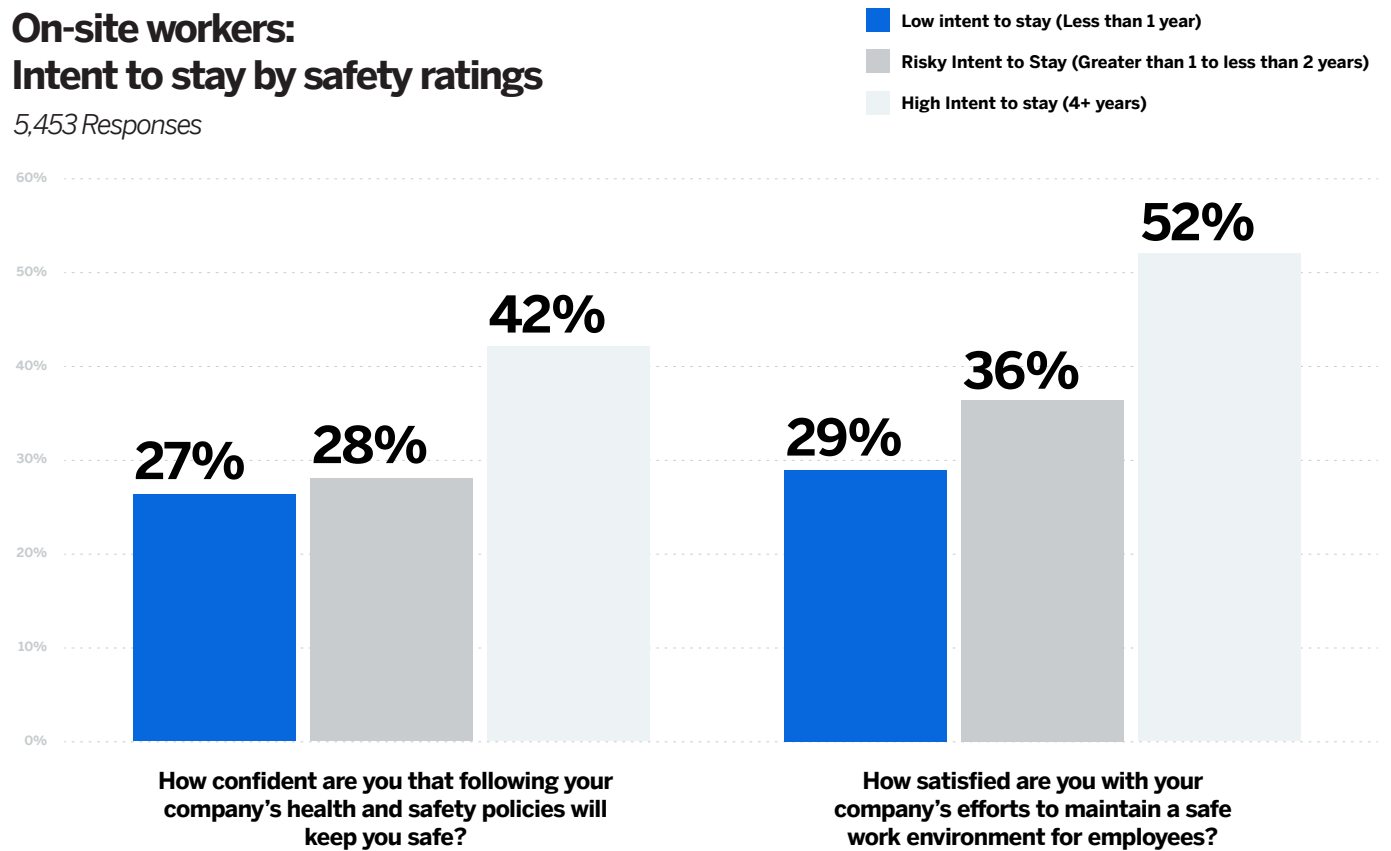*Director of Health and Safety at Port of Seattle*

Tips for managing employee safety

01 **Maintain some buffer in bandwidth**

02 **Prioritize tasks and provide relief on non-urgent activities**

03 **Regular and transparent communications**

Your company's approach to safety has a big impact on retention in your workforce. The more confident your employees are in your company's approach to health and safety, the longer your employees intend to stay.

On-site workers:
Intent to stay by safety ratings

5,453 Responses

Legend:
- Low intent to stay (Less than 1 year)
- Risky Intent to Stay (Greater than 1 to less than 2 years)
- High Intent to stay (4+ years)

How confident are you that following your company's health and safety policies will keep you safe?
- 27%
- 28%
- 42%

How satisfied are you with your company's efforts to maintain a safe work environment for employees?
- 29%
- 36%
- 52%

Improving the employee experience

Improving the employee experience

THE TRUE VALUE OF FEEDBACK IS FOUND IN ACTION

If there's one thing you take away from this report, we hope it's this: Asking for feedback—then taking action on it—is the single most important thing you can do to improve employee experience. This was key before the disruption of 2020 and it will likely hold true for the next one.

Taking action on feedback improves every employee measure across the board: engagement, intent to stay, resilience, well-being, and feelings of safety.

Does your company listen?

17,012 Responses

0%	100%
Yes	**51%**
No	**36%**
I'm not sure	**13%**
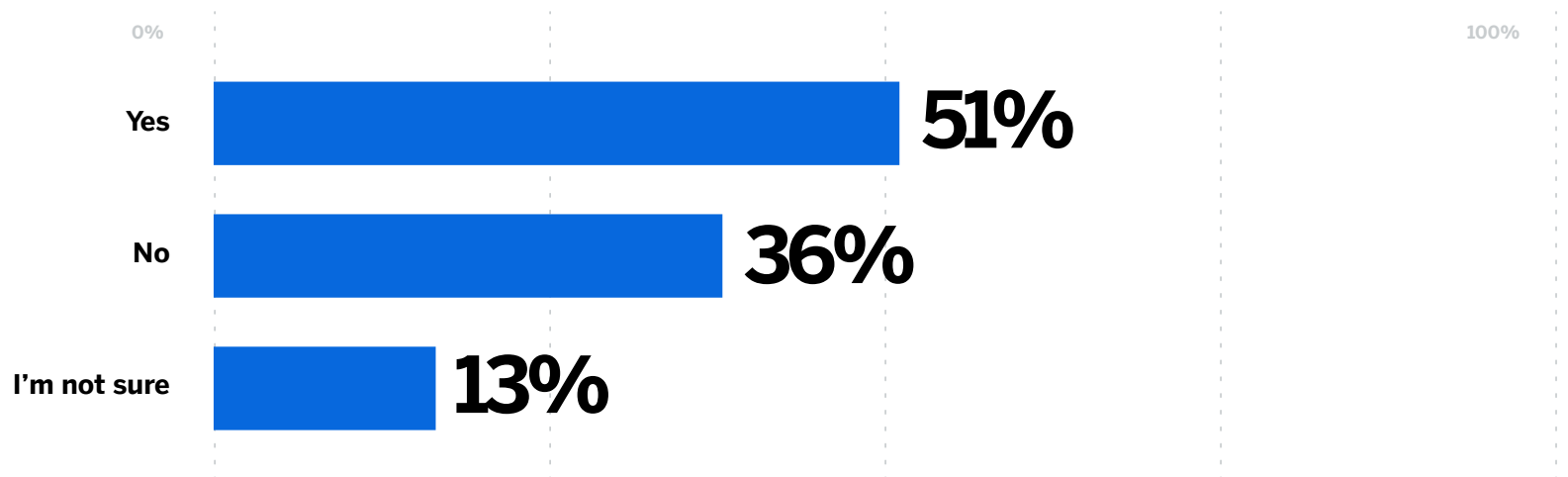
Let's start with the state of employee listening. Globally, its not a great showing. While 92% of respondents stated that employee listening is important and very important, only 51% get the opportunity to provide feedback.
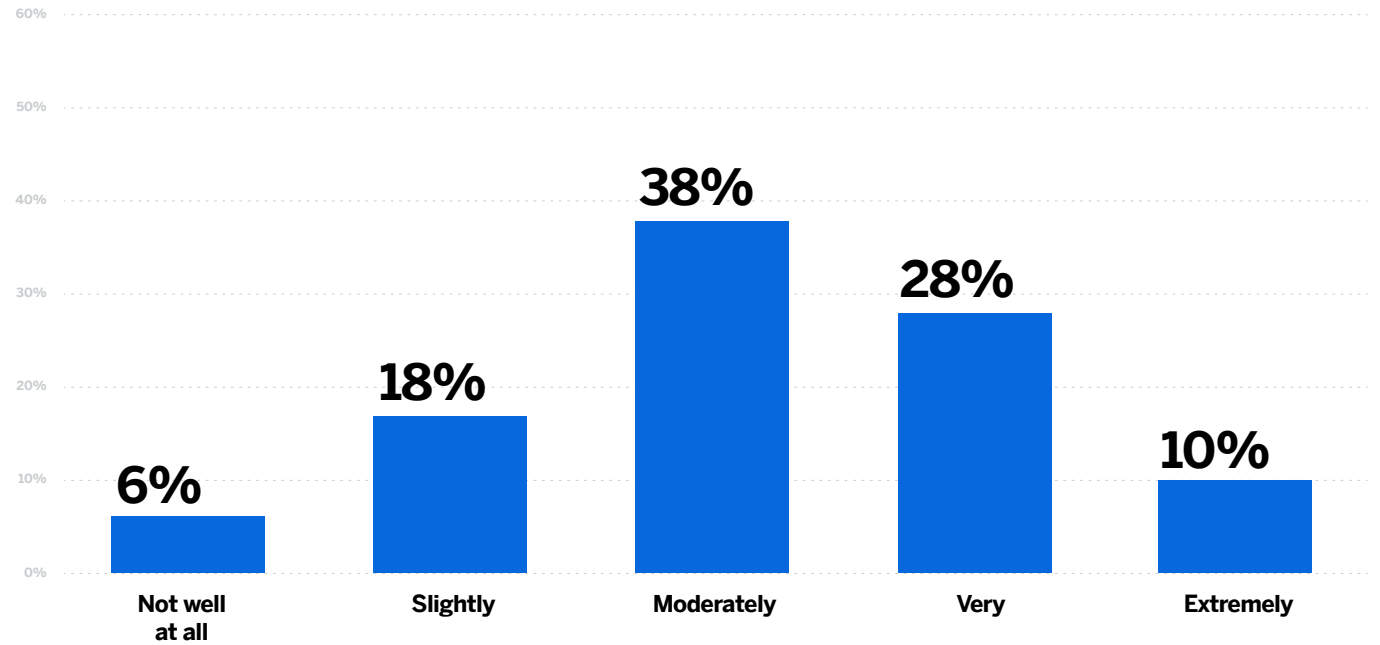
Listen/Feedback in the last 6 weeks?

8,675 Responses

0%   100%

Yes ████████████████████ **72%**

No ██████ **24%**

I'm not sure █ **4%**
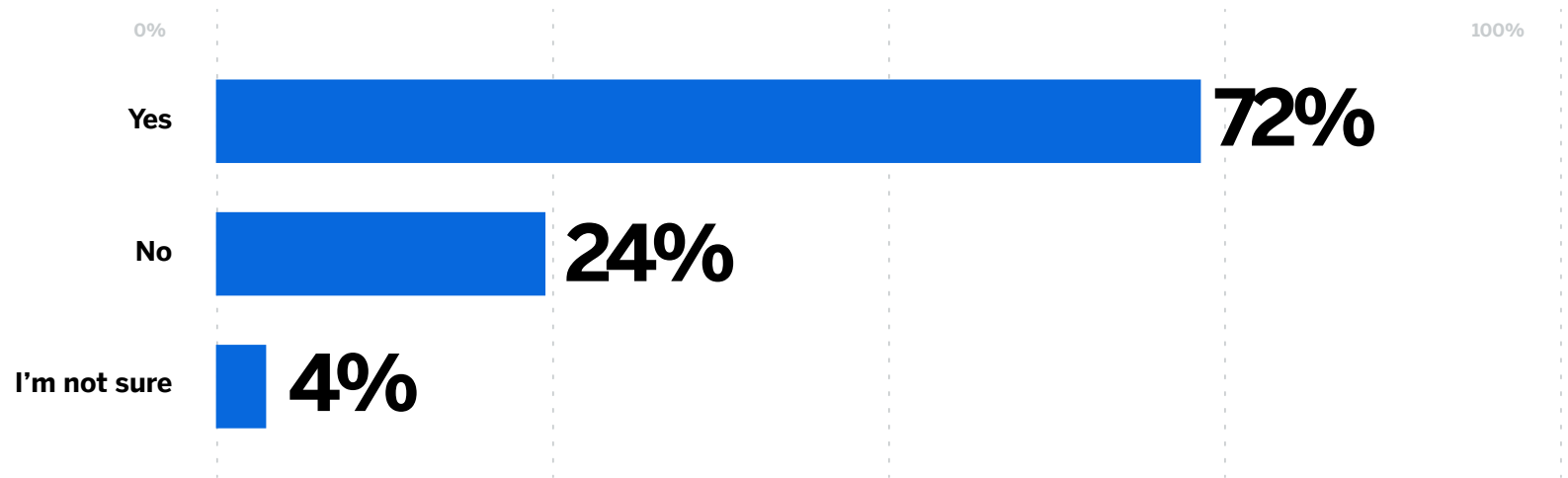
However, of those employees who work at companies with listening programs, 72% of employees were asked to provide feedback in the last 6 weeks.

How well does your company turn feedback into action?   *8,675 Respondents*

How important is it to you that your company listens to your feedback?

8,675 Responses

0%   100%

Low
(Not at all, Slightly)
8%

Mid
(Moderately Important)
27%

High
(Very, Extremely Important)
65%
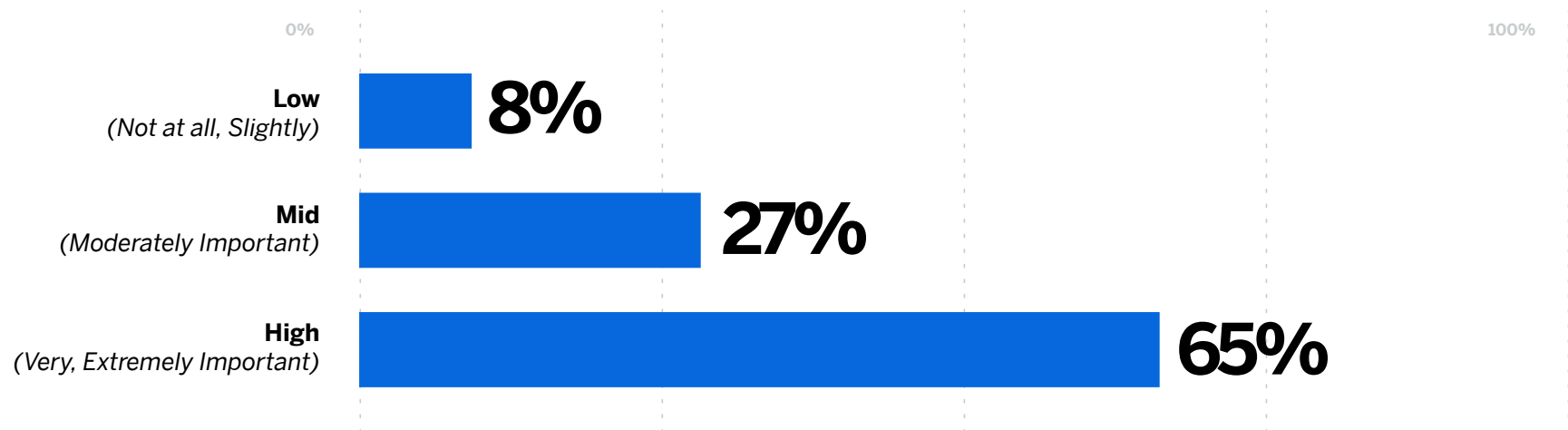
The true value of listening is found in acting on feedback. Do employees feel like their feedback leads to meaningful actions? The answer is no. Only 10% of participants in this study believe their companies turn feedback into action extremely well. The modal result is that organizations are only turning feedback into action moderately well.

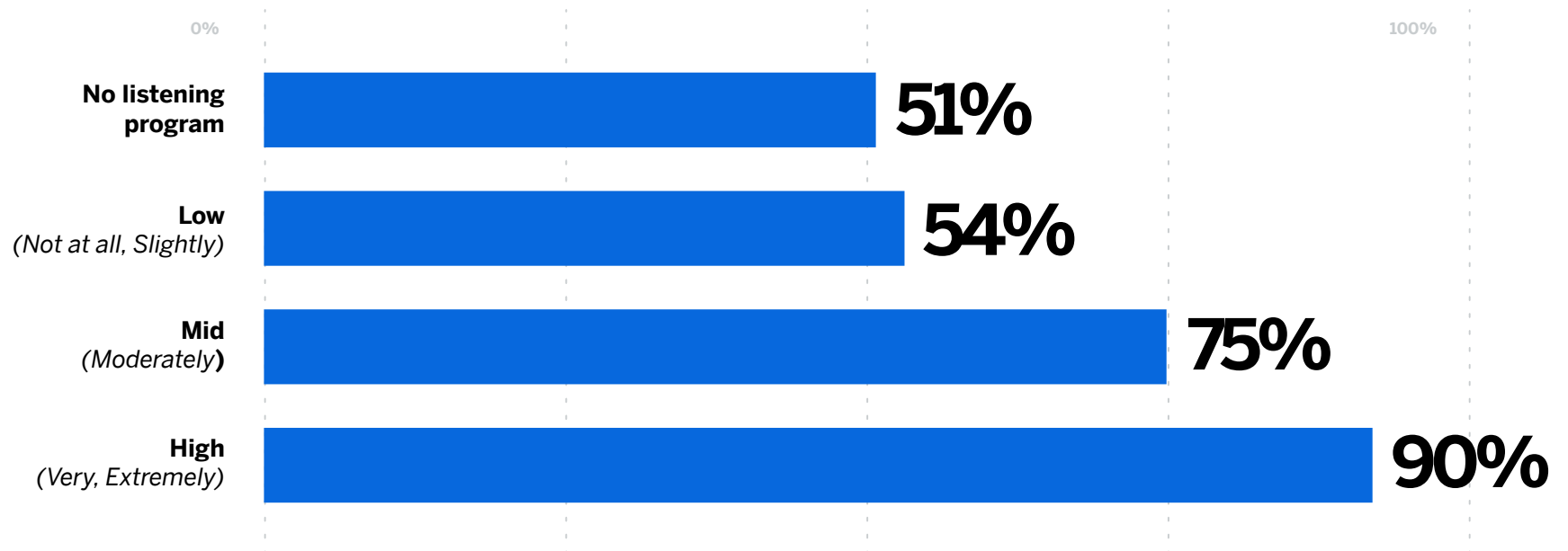**Why now is always the right time to pulse your employees**

LEARN MORE

TURNING FEEDBACK INTO ACTION IMPROVES ENGAGEMENT AND INTENT TO STAY

Taking action matters. In fact, employees at companies that turn feedback into action are nearly twice as engaged as those at companies with no feedback program at all. What's worse than no feedback program at all? Listening, but not taking action on the feedback. Look at the dip in the chart below.
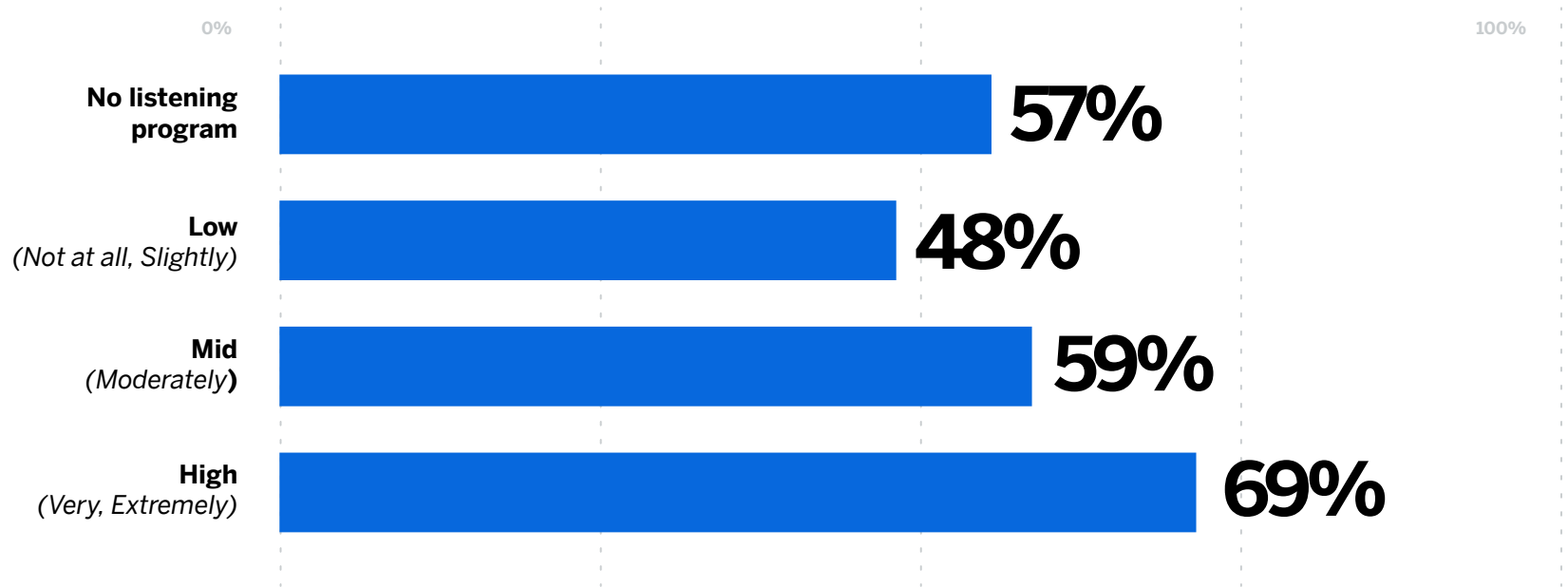
Engagement by turning feedback into action

17,012 Responses

0%	100%

No listening program — 51%

Low
(Not at all, Slightly) — 54%

Mid
(Moderately) — 75%

High
(Very, Extremely) — 90%

Intent to stay by turning feedback into action

17,012 Responses

0%   100%

No listening program — 57%

Low
(Not at all, Slightly) — 48%

Mid
(Moderately) — 59%

High
(Very, Extremely) — 69%

When your employees feel heard and see changes being made that include their feedback, they are more engaged in their work and want to stay even longer at your company. The impacts are staggering.

Last, companies that make good on their feedback loops, listening, and taking action are building the same behaviors and support systems that create resilient workforces.

Telefónica

> We have an expression in Spain: 'In good times, friends. In hard times, family," says Sergio De La Calle Asensio, Head of Engagement at telecoms giant Telefónica.
>
> "The goal of getting through this crisis stronger and more united has guided our response over the last couple of months, as the world has been turned on its head."
>
> For Telefónica—owner of brands O2, Movistar and Vivo—leading this pandemic with empathy and taking action quickly has seen something incredible happen.
>
> "Our Employee NPS is higher today than it was in 2019," says Sergio, "which is testament to how we've supported customers and society in this unprecedented time, and our people's sense of belonging."

LEARN MORE

A continual employee experience management program is paramount to not only better understanding your employees, but to creating a resilient workforce and impacting company outcomes.

Resilience by turning feedback into action

17,012 Responses

| | 0% | | | | | 100% |

No listening program — 64%

Low *(Not at all, Slightly)* — 68%

Mid *(Moderately)* — 83%

High *(Very, Extremely)* — 93%

In a time of massive disruption like COVID-19, the best thing you can do is to ask for feedback often, and to turn those insights into action across the organization. Turn feedback into action, and your employees will be more engaged, more resilient, and will stay longer at your company.

zoom

> **"** *Like many organizations, we're making up the listening playbook as we go along right now. To tune into our employees, we've employed a number of formats, including formal listening, anecdotal feedback, as well as traditional one-on-one and team meetings where we encourage employees to ask questions."*

Lynne Oldham
Chief People Officer, Zoom

WATCH NOW

Empowering your managers

# Empowering your managers

MANAGER SUPPORT MEANS BETTER ADAPTATION

Managers play a pivotal role in organizations now more than ever. Even in the most uncertain of times, the role of a manager remains the same: to support their team members. They also embody the company culture and values. They help people understand the connection from their work to the company's strategy, build connections to others in the organization, and overcome challenges.

So, how supportive are managers across the globe?

Improve EX by empowering your managers

Find out how to drive improvements at scale by helping managers act on employee feedback to drive business results.

DOWNLOAD NOW

67%
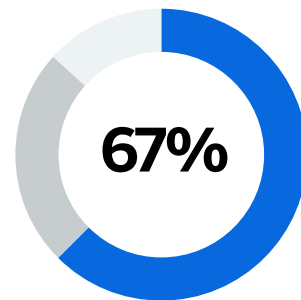
MANAGER SUPPOORT

67% of employees favorably rated their manager supporting them in adapting to organizational change

In fact, people who have manager support are twice as likely to have the ingredients for resilience as those who do not have support from their managers: 86% vs. 43%. That's even more stark when it comes to engagement. People supported by their managers are three times more likely to be engaged at work than those that are not receiving support from their manager (79% vs. 23%).
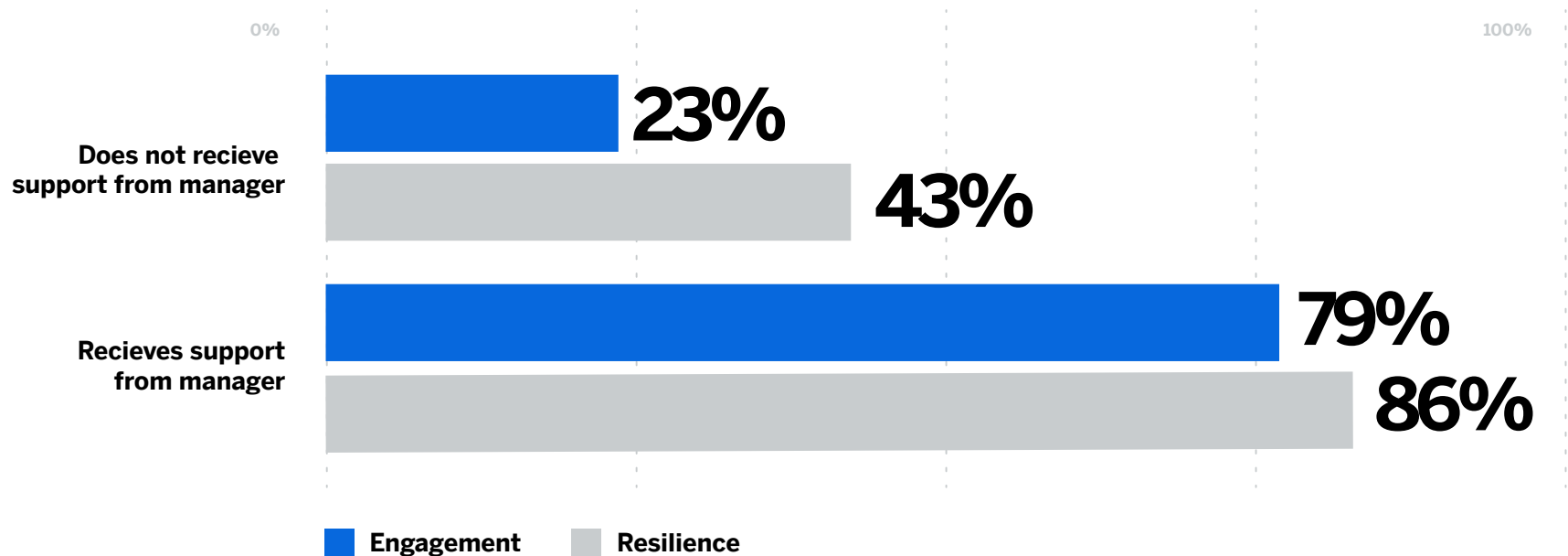
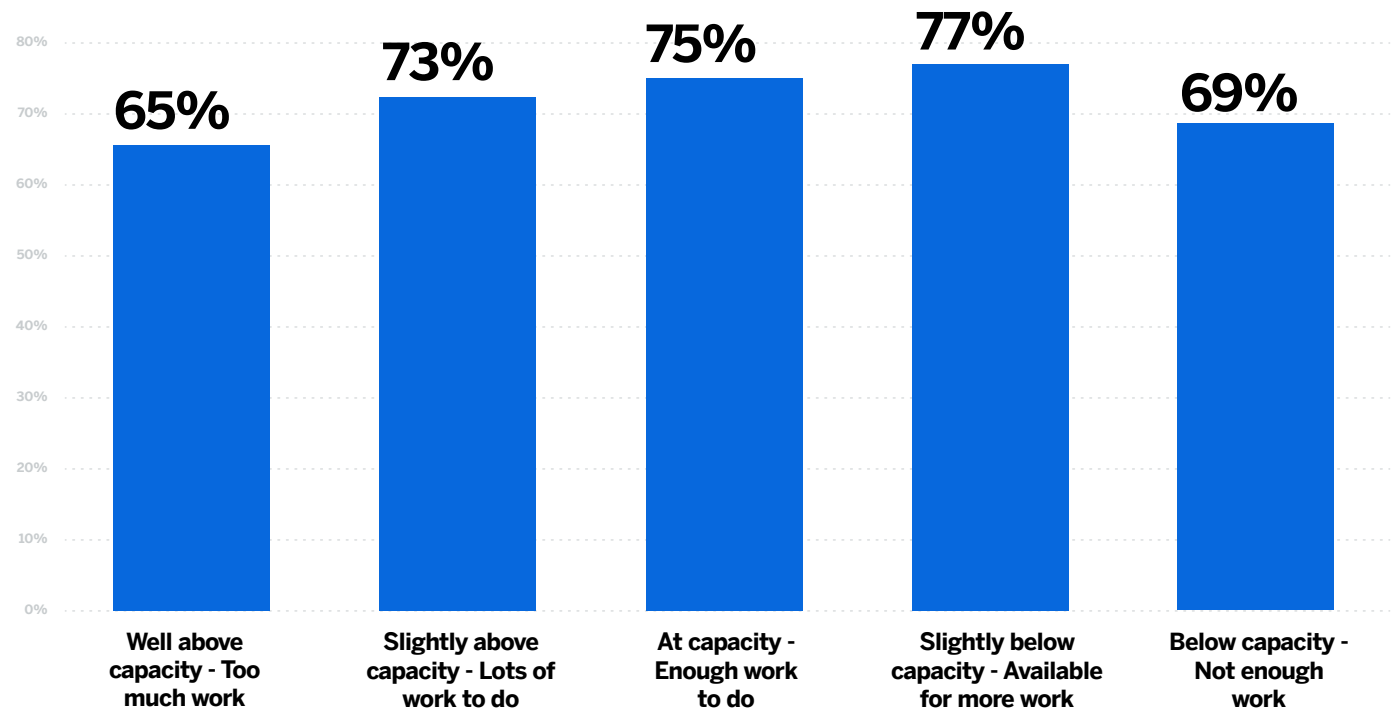## EFFECTIVELY MANAGING WORKLOADS

Giving managers the tools and autonomy to manage workloads, adjust targets, and communicate about expectations enables them to support their teams. The situation is a continual balance, as reflected by the data.

Resilience by workload/capacity

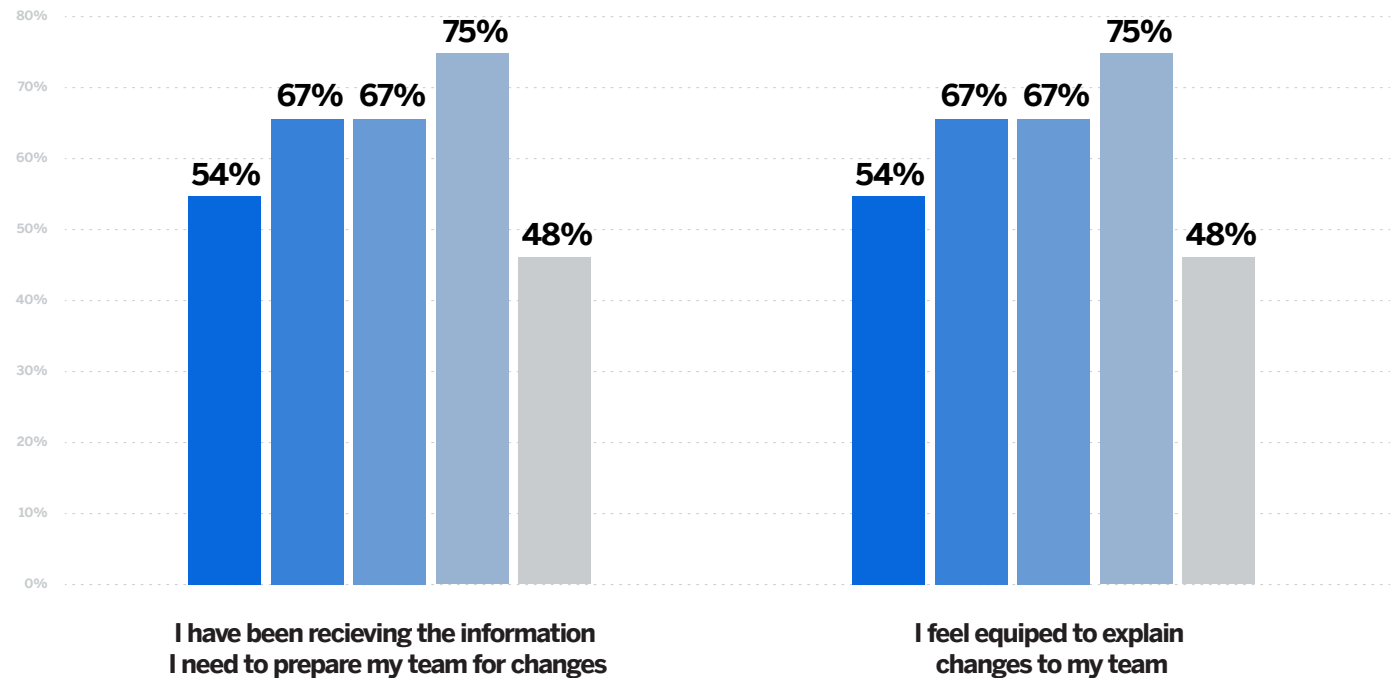|	Well above capacity - Too much work	Slightly above capacity - Lots of work to do	At capacity - Enough work to do	Slightly below capacity - Available for more work	Below capacity - Not enough work
	65%	73%	75%	77%	69%

Too much workload or too little workload negatively impacts resilience. Resilience is highest in respondents who feel they are slightly under-utilized, giving them some breathing room. If people feel like they don't have enough work, however, they may feel unnecessary or expendable.

In a time of increased volatility, people look even more to their managers for support. Managers are a vital bridge for connecting your people to the heartbeat of your organization.

Do managers & leaders of leaders feel ready to do the job of leading their teams?

- ■ Well above capacity - Too much work
- ■ Slightly above capacity - Lots of work to do
- ■ At capacity - Enough work to do
- ■ Slightly below capacity - Available for more work
- ■ Below capacity - Not enough work

**I have been recieving the information
I need to prepare my team for changes**

**I feel equiped to explain
changes to my team**

Don't forget however, managers experience the same workload struggles their teams do. Their resilience, too, is affected by their workload. As such, it's critical that organizations provide managers with the right information to prepare their team for changes, and help managers feel equipped to explain changes to their teams.

Empowering managers creates a waterfall effect. The more support each person feels from their direct manager, the more resilient and engaged they'll be. More specifically, it's important you empower managers to:

+ Appropriately balance their own and their team's workload

+ Give additional support to more junior teams and employees

+ Equip them with the right information to explain and prepare their teams for change

3 ways to lead teams at work

01

Focus on supporting more vulnerable populations in your organizations (right now that's more junior employees and those who need to work onsite.)

02

Ask for feedback, take action, and communicate the actions back to your organization.

03

Empower your managers to better support your teams.

THE ULTIMATE SYSTEM OF ACTION FOR EMPLOYEE EXPERIENCE MANAGEMENT

Continuously listen and improve experiences for every employee

Whether in the office, on job sites, or remote, with Qualtrics EmployeeXM you can hear every voice in your organization to take action when and where it matters most. From relational census and pulse to multi-rater and always-on feedback, you have the listening tools to understand and design the unique employee experiences your workforce requires.

Adapt your People, IT, and Operations strategies with insights that drive action, including:

+ Real-time employee sentiment data, tailored to various stages of the COVID-19 crisis

+ Longitudinal analysis to identify evolving workforce needs and remove blindspots

+ Technology and operational adjustments that improve productivity and performance

+ Guided manager actions to improve teams, employee development, and well-being

+ AI-driven analytics and IO psychology-based decision tools for managers, executives, Operations/IT Teams with to drive quick and meaningful action

CONTRIBUTING AUTHORS

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Cecelia is the Lead Employee Experience Scientist for Qualtrics in Asia Pacific. A Doctor of Organizational Psychology, Cecelia has 20 years experience as a practitioner, academic and consultant in Employee Experience. Coming to Qualtrics from Employee Engagement at Google, her focus is to create workplaces that work for everyone, by empowering organizations across the globe to measure and take action on employee feedback.
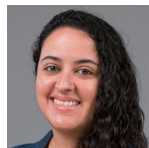
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Yesenia is an Associate Consultant—Employee Experience for Qualtrics, supporting clients to develop customized, strategic employee listening programs designed to improve organizational outcomes. Yesenia has focused on survey design, analysis, and data storytelling throughout her career. Yesenia earned her MS in Industrial/Organizational Psychology from the University of Central Florida, and holds a B.S. in Psychology from
Iowa State University.
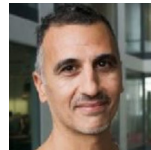
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Antonio is a Senior EX XM Scientist for Qualtrics, supporting clients in designing and scaling employee experience programs. Prior to Qualtrics, Antonio was a consulting Principal Psychologist in the UK and Lecturer at City, University of London. Antonio earned his Ph.D. in Psychology from the University of London studying psychological resilience in palliative care workers. He is a registered psychologist in Australia & UK and is an active member of the British Psychological Society and Australian Psychological Society.

Antonio has extensive global experience in the field of organisational psychology working across private, public, and not-for profit sectors.

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Vanessa Kowollik, PhD
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Vanessa is an EX XM Scientist at Qualtrics, supporting clients in designing and scaling employee experience programs. Prior to Qualtrics, Vanessa was a senior consultant within IBM's Talent Management Solution business where she helped lead the employee survey program.

Vanessa has more than 10 years of experience in HR consulting across various industries such as banking, telecommunications, and manufacturing. Vanessa's expertise include engagement and pulse surveys, 360°/180° measurements, assessment and selection, and the development of competency frameworks.

Vanessa earned her Ph.D. in Industrial-Organizational Psychology from the University of Oklahoma studying cognitive skill acquisition.

Jake Outram, MSc

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Jake is a senior EX XM Scientist with Qualtrics working with customers to design and scale their employee experience listening programs.

Core to Jake's role is supporting customers to identify EX strategies, and then adopting and designing the Qualtrics tools and solutions, to understand critical business and people issues. Jake's experience includes employee engagement and pulse surveys, ad hoc surveys, and lifecycle measurement. Increasingly, as organisations look to 'join the dots', Jake is helping customers to connect their feedback from across source and with other operational data.

Jake earned his MSc in Applied Psychology from Cranfield University and was a Principal Consultant with Aon's EX consulting team prior to joining Qualtrics in April 2019.

Tika Wadhwa, MA

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Tika is a Principal Consultant—Employee Experience for Qualtrics, supporting clients in designing and scaling employee experience programs. She has deep expertise in coaching leaders and organizations to lead change initiatives to significantly enhance the employee experience. A prosci certified change management practitioner, she has 10+ years of experience consulting with senior leaders of many Fortune 500 companies. Tika holds a Masters Degree in I/O Psychology from Claremont Graduate University and a Bachelors in Economics from DePauw University.

Marcus Wolf, MA

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Marcus is a Principal Consultant—Employee Experience, helping clients build people-focused listening programs to impact their employee experiences through evidence-based insights. Marcus has worked for Korn Ferry/Hay Group and PwC's People Analytics practice before joining Qualtrics and has 10 years of experience in the HR and consulting space. Marcus earned his MA in Industrial/Organizational Psychology from NYU. He also holds BA degrees from the University of Oklahoma in Psychology and Sociology-Criminology.

APPENDIX: METHODOLOGY AND DEMOGRAPHICS

Methodology

The study was conducted over a span of 21 days and included 17,012 respondents 18 years of age or older who were currently employed full-time. For this study, the response rate was 34% and the margin of sampling error is less than one percentage point at the 95% confidence level for results based on the entire sample of employed adults.

Demographics

This study examined employees across 26 countries and regions. The breakdown of respondents amongst those countries and regions can be seen in the table below.

North America

+ USA 12.04%

+ Canada 5.88%

Europe

+ Belgium 2.94%

+ Denmark 2.94%

+ Finland 2.94%

+ France 5.88%

+ Germany 5.88%

+ Italy 5.87%

+ Netherlands 2.94%

+ Norway 2.93%

+ Russia 2.76%

+ Spain 2.94%

+ Sweden 2.94%

+ UK 5.88%

Africa & Middle East

+ South Africa 2.94%

+ UAE 2.94%

Asia/Pacific

+ Australia 5.87%

+ Hong Kong 2.93%

+ Japan 5.87%

+ New Zealand 2.94%

+ South Korea 2.94%

+ South East Asia 8.81%
(Thailand = 1.41%, Malaysia = 1.58%, Indonesia = 1.32%, Philippines = 1.48%, Singapore = 3.00%)

Study respondents come from a wide variety of industries, but exclude Healthcare. For the 16% that selected "Other" for their industry, participants indicated jobs in: education, legal, construction & engineering, research, agriculture, not-for-profit, real estate, and transportation.

Industry

+ Manufacturing = 14.8%
+ Public Sector = 13.5%
+ IT / Tech = 12.5%
+ Professional Services = 11.3%
+ Finance and Insurance = 9.25%
+ Retail = 7.92%
+ Travel & Leisure / Food Services & Accommodations = 4.73%
+ Utilities, Energy, Resources & Industrials (e.g., mining, oil, gas, power, utilities) = 4.17%
+ Telecommunications = 2.23%
+ Life Sciences = 1.20%
+ Media and Advertising = 1.16%
+ Other = 16.9%

The study looked at age, tenure, company size, functional areas and job roles. These are broken down in the tables below.

Age

+ 18—24 = 7.02%
+ 25—29 = 19.0%
+ 30—39 = 21.2%
+ 40—49 = 19.1%
+ 50—59 = 25.1%
+ 60 and over = 8.43%

Tenure

+ Less than 1 year = 6.77%
+ 1 year to less than 2 years = 10.1%
+ 2 years to less than 3 years = 13.2%
+ 3 years to less than 5 years = 16.7%
+ 5 years to less than 10 years = 18.2%
+ 10 years or more = 34.8%

Gender

+ Female = 42.9%
+ Male = 56.8%

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WANT TO SEE HOW IT ALL WORKS?

Contact us for more information
on how to get started.

BOOK A DEMO