



HOW IS YOUR BRAND PERCEIVED INTERNALLY?

eBook

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YOURBRAND
marketing

EMPLOYEE ENGAGEMENT CONSULTING

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

During the summer of 2019, I asked two simple questions and collected answers from across a wide range of demographics and psychographics:

1. **What are the factors that would keep you loyal and engaged within your current company?**
2. **What are the factors that would cause you to quit, even if you did not have another job?**

Some of the most interesting and telling answers are available from page five forward. The comments made are those of the author, and the only editing done was for spelling.

The main reason that I asked these questions was to understand how to engage, retain and grow employees. Originally the questions were asked with a focus on Millennials, but as the answers started to come in, the age range widened, but the basic premises of the answers did not.

People, no matter the age, race, religion, or background, wanted to be listened to, understood and valued.

They wanted to know that the work that they were doing had a purpose and that they were appreciated.

They wanted to work for a company that had a moral compass and a strong culture and lived their beliefs daily.

Yes, money did come into the conversation, but not nearly as much as one might think.

It was more about human factors. Did they feel that they liked and respected their boss and the company as a whole? Were they being given the freedom to complete tasks, or did they feel they were being micro-managed? Did they believe that there was opportunity for growth and training that came along with it?

For companies, these are extremely important revelations.

Retaining employees is not about the foosball table, free beer Friday, or unlimited vacation. It is about the sense of belonging, a sense of purpose and belief in the values of the organization as a whole. Is the company saying what they do and doing what they say? Does upper management live the culture of the organization or do they provide lip service and expect everyone else not to notice?

We live in a challenging world

[Inc Magazine](#) states that 70% of employees are not fully engaged at work.

[Forbes](#) states that 50% of employees are actively looking for other employment.

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[Gallup](#) estimates that this is costing the US economy somewhere between \$450 and \$550 Billion per year.

So, what can we do to make sure that employees are happier, feel valued, and believe that their work matters?

The best solutions come from better leadership and more effective communication.

Leadership is not a title, nor is it assumed authority; it is the ability to lead. For me, this means ***leading from the middle***. It is the ability to inspire, motivate, teach, provide direction, and, more importantly, be the visionary that shows people what the goals are and how they will achieve them as a group.

Leading from the middle is assuming that some that you lead need a gentle push, while others need you to reach back and show them the way. However, the vast majority of those you lead, need to see you there shoulder to shoulder with them working with them to make things happen.

Simon Sinek (and I paraphrase) described the difference between a leader and a manager quite eloquently.

He describes an employee that for no obvious reason, is late five days in a row.

The manager comes to this person and admonishes them and states that further tardiness will lead to disciplinary action.

Conversely, the leader comes up to the person, states that they notice that the person has been late five consecutive days and asks, "if everything is ok?"

Leaders at any level are what businesses require. The term manager should be done away with, and team leadership should replace it. There are two reasons for this:

People do not need to be managed. The days of a nine to five, Monday to Friday job no longer exists and work happens as, and when needed, in many cases. What should be important is that people meet objectives and projects are completed right and on time. A great leader understands this, explains what needs to be done, for when and why, and leaves their people to figure out how.

Utilizing the term leader creates a different mindset. If you are a leader, your job is to help others, do champion your team's cause, communicate the why behind objectives, and how these fit in with the overall objectives of the company. In short, the position is inspirational and aspirational at the same time.

A great leader does what they need to do to make themselves obsolete within a unit. They give others within the group the tools and support so that they can learn how to lead and grow as individuals. This is why great leaders get promoted. They understand the objectives of not only their unit but the company as a whole and the parts that make it up and help others learn how

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to see a bigger picture. Once they have taught people on their team how to lead, they are promoted, because they have earned it.

Communication is another key factor in successful organizations. The problem is, most organizations do not communicate effectively.

Information is pushed out, through multiple channels without checking to see whether it has been received, let alone digested or understood. Communication is a two-way street. It is as critical to listen for response and understanding as it is to communicate ideas, vision, values, or mission.

If people do not understand, then whatever means of communication has been used should be deemed as ineffective.

The perfect example of this is mission and vision statements.

I would venture that if I went into any organization, no matter the size or tenure of the employee, very few would be able to site the mission and vision statements verbatim, let alone explain what they mean to them, to the company or the customers they wish to serve.

Instead, I recommend creating a brand story. One that speaks of the genesis of the organization, where it is today, what it does, who it does it for and why those people find it valuable. From that point, the story should talk about long-term goals and objectives and how the company plans on getting there.

If this story is crafted correctly and becomes part of the everyday conversations amongst employees, it becomes the cultural center of the organization. This story becomes the litmus test against which all decisions made and future direction of the company. It is not to say that objectives and direction become rigid, but for those changes to happen, they need to be put up against the brand story, determined as to why a shift is needed and then incorporated back into the story.

Having a story is important for another reason. It is easy for people to remember and make their own. No two people may tell the story the same, but all will know its essence. It will help with hiring decisions, on-boarding, leadership, training and how customers are to be treated.

That last part is the real magic. Not only are your people telling the story internally and living by it, but they will, in turn, tell it to customers and vendors alike. By doing so, they bring in a bigger audience of champions of the brand and enable those partners to become champions to further your cause.

I now ask you, how is your brand perceived internally?

What are you doing to keep your employees engaged, retain them, and grow them?

What are you doing to create leaders at any level?

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are you doing to communicate effectively and build brand champions?

All of this that I mention requires change within organizations, but change does not occur, their best people will be lost. **An estimate is for every employee who is lost, the true cost to an organization could be upwards of \$100,000.00.**

This is the sum of many factors. I have created an Employee Turnover Calculator that you can customize by clicking on the image below (it will automatically download) and determine what your costs truly are.



YOURBRAND marketing	
EMPLOYEE ENGAGEMENT CONSULTING	
Cost of Employee Turnover Calculator	
Company	
Variables	Business Information
Number of employees	150
Annual turnover percentage	9%
Lost employees	14
Employee Expenses	
Variables	Cost Per Employee
Cost of hiring	\$25,000.00
Training and onboarding	\$10,000.00
Learning and development	\$10,000.00
Opportunity cost of unfilled role	\$50,000.00
Cost of decreased productivity in office	\$15,000.00

In conclusion, perception is reality. You may believe that you have a strong culture, great leaders, and effective communication in your company, but until you take the time to ask how others perceive things and actively listen to what they have to say, you will never know for sure.

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Feeling valued and appreciated. Being able to contribute to decisions and being listened to. Not being micro-managed but being able to have the freedom to complete my work the way I like to work. Compensation is funnily enough not my most important factor although I never want to feel like the working poor.

What are the factors that would cause you to quit, even if you did not have another job?

I did do just that in my last position. The president of the company (a smaller agency) was my direct leader and although I know he is very smart and someone I would have loved to learn from...he was an absolute bully. It felt weird going into the office because the atmosphere was frigid. Meetings were held every 30 minutes of the day and everyone in the building knew that we were all going to be yelled at, disrespected, personally attacked and scolded during those meetings. Going outside of our office with him was what I can only compare to being in an abusive relationship where you have to hide it from others. He acted charming, calm, cool and collected never showing his true colours. It felt amazing to tell him that I'm never coming back. I also let him know how he made others feel in a letter. This guy couldn't keep employees. I felt bad for new hires.

Industry

Automotive, media

Age

25-34

First Name

Jodie

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Loyalty and engagement come from feeling valued within the organization. Value can come in a number of forms. Compensation may be the most talked about, but it's not all about money. People need praise and appreciation when a job is well done as well as appropriate feedback when improvement can be made. Having the opportunity to provide input and have your ideas recognized validates worth to the team. Being given the autonomy to work within a framework without being micromanaged shows trust in employees' abilities. Encouraging continued education and professional development as well as participation in applicable industry, local or charitable organizations shows employers believe in helping their staff grow and be involved. Finally, being encouraged to take time off for vacation speaks volumes about how companies feel regarding employees overall health and well being.

What are the factors that would cause you to quit, even if you did not have another job?

I've actually quit a job when I didn't have another--three times! Why? A number of factors played into my decision each time--everything from a ridiculous workload and unrealistic expectations to being micromanaged, underappreciated, and uncomfortable with the work environment and/or product/service being sold. Dreading each work day is no way to live. All of these were clear indicators that the job wasn't a good fit for me--or for the organization. Best for both of us to part ways.

Outside of my personal experience, there are other reasons to quit. Harassment, bullying, unwanted sexual comments/advances, unethical business practices, etc. are serious issues that no employee should experience. And if you are, get the hell out now!

Industry

Public Relations, Media

Age

35-44

First Name

Lisa

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

1. A company with a mission and purpose I can believe in
2. A leadership team and culture that listens and values the voices and contributions of others

What are the factors that would cause you to quit, even if you did not have another job?

1. A company who lost their mission and/or fails to operate according to a quality purpose
2. A leadership team that fails to recognize and value others - whether internal staff, outside customers or both

Industry

Self-Help / Inspirational

Age

55-65

First Name

Maura

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Understanding my needs and goals. Most of the time this level of connection does not pass the immediate supervisor but needs to be a c-suite topic that is not only acknowledge but acted on.

What are the factors that would cause you to quit, even if you did not have another job?

Any lack of concern about people (internal or external) or no clear center (strategic and moral),

Industry

Insurance

Age

35-44

First Name

Austin

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Being valued and respected for what I bring to the table. Being thanked and appreciated for my hard work, and when I might not meet my own criteria, or theirs, when there is humanity and understanding as to why I didn't perform my best. Ultimately, an appreciated employee will put much more into a company than one that is constantly micromanaged or scrutinized.

What are the factors that would cause you to quit, even if you did not have another job?

Being micromanaged and not being trusted or given the flexibility to do my job.

Industry

Sales

Age

35-44

First Name

Melissa

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

- Positive work environment and good connection to team members
- Recognition given for the work done
- Autonomy
- be valued as an employee

What are the factors that would cause you to quit, even if you did not have another job?

- Bad relationship with direct Manager
- a non-cohesive team
- no opportunity for professional development

Industry

Tourism & Hospitality

Age

45-54

First Name

Andrea

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Honesty, transparency in leadership. Authentic leaders who are willing to admit mistakes and make the necessary changes to correct past mistakes. Leaders who “live” the culture of the company and give trust and care to their workforce. Leaders who are accountable and hold others accountable, but also give grace and forgiveness as needed. Leaders who CARE about people and live the vision of the company. Leaders who value work life balance and recognize and leverage the flexibility of remote workforce’s to meet staffing needs. Leaders who don’t uphold sacred cows. Leaders who are willing to dismantle the hierarchies in place when they get in the way of work being accomplished. Leaders who don’t live to SILO the organization, but who believe that tearing down these structures will help the organization to be more innovative and work cross-functionally.

What are the factors that would cause you to quit, even if you did not have another job?

Lack of transparency and honesty or authenticity in leadership and throughout the organization. A negative work environment. When an organization takes a service-oriented job and try to widget/process it to death. Jobs that feel more like prison boot camps than professional jobs (IE: call center jobs that are designed like all typical call center jobs and not like Zappos) Culture-void organizations or organizations who deliberately seek out the opportunity to destroy the culture of the company.

Unethical organizations. Organizations devoid of care for their employee base.

Industry

Insurance

Age

35-44

First Name

Heather

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

1. Autonomy (within agreed parameters).
2. Personal and professional growth opportunities.
3. Appreciation and recognition for contributions of value to the employer.

What are the factors that would cause you to quit, even if you did not have another job?

1. Employer engages in shady business practices and/or is not being honest with clients/customers.
2. Employer disrespects the intelligence of employees, is unwilling to let go of archaic HR and operational practices, or does not honour its contractual obligations and commitments to employees.
3. Employer fosters/tolerates a toxic work environment.

Industry

Management Consulting

Age

55-65

First Name

Linda

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

If the employer has clearly defined goals and we are able to find a fair balance between making sure I can meet their requirements to continue operating. Rarely would I leave a job for better pay unless it was significant and I would rather make less money and work for a company where our goals align enough that I don't feel like it is taking over my life and supports my greater purpose.

Communication is key to this and the employer being empathetic and allowing you options to make the job work better for you if possible. If they cannot helping you find a new job that is better suited says a lot about the integrity of the workplace for both parties.

What are the factors that would cause you to quit, even if you did not have another job?

When my current goals in life don't align with the requirements of the job physically, mentally, and geographically. It is always my goal to make sure I make a company profit but if it starts coming at the expense of key factors such as physical or mental health and keeping important relationships in my life then I need to start looking elsewhere. If it's severe enough that it's causing anxiety, stress, depression, and other mental or physical health issues then I will quit. I may need the money but the consequences of severe stress are too serious to ignore.

Industry

Consulting

Age

25-34

First Name

Daryl

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Appreciation of your efforts as a employee/team member of the business- ensuring all staff have a voice.

To do this the company must embrace its values. The company has to “actively” live, breath and instil those values, otherwise the culture they aim to create will never be, and is purely propaganda for the shareholders.

What are the factors that would cause you to quit, even if you did not have another job?

No support from management, no guidance/feedback. No potential for advancement. Lack of trust in employees to do their job, micromanagement.

Industry

Sales

Age

35-44

First Name

Nick

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Future focused company vs. current 12 month window. Identify folks that execute the day to day, but then leverage the collective brainpower of the human assets to evolve 3-5 year innovative ideas.

Where I came from that was left to only a few and everyone else was held grind of being very short sided focused.

I need to be in an environment that I can try new things and see what sticks towards the vision.

What are the factors that would cause you to quit, even if you did not have another job?

Hidden agenda's, not truly giving open feedback.

performance reviews are a check the box and too infrequent.

If people don't like you, have heart to heart conversations vs. lurking in the background and then dropping the axe ... it's just not working out.

Have open heart to hearts - get rid of the cowardliness approach.

Violating laws & regulations, human safety. Violates my beliefs.

Not valuing family. Employees put in so much time, when you need some slack you need the company to be there

Industry

Flavor, Fragrance & Food

Age

45-54

First Name

Deborah

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Appreciation and High Salary

What are the factors that would cause you to quit, even if you did not have another job?

Bad behavior, no appreciation and less salary

Age

25-34

First Name

Angela

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Loyalty and engagement for me comes down to trust. I continually desire the freedom to set my own schedule as an adult, recognizing I have commitments but acknowledging I don't need to be policed by managers to "be at work." Trusted to speak up and share my thoughts, regardless of who is more senior in the room. Trusted to take an idea, run with it, and perhaps fail and not fear my job is on the line when I acted with the company's best interest at heart.

What are the factors that would cause you to quit, even if you did not have another job?

Micro-management comes to mind. Being in a company that subscribes more to "because it's always been done that way" thinking instead of challenging the status quo. A leader who is not held accountable for their leadership abilities; where performance management doesn't have bottom up input.

Industry

Consulting

Age

25-34

First Name

Tynan

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Being heard. Being able to work at a pace that is sustainable. Having a say in the work I'll be doing, not just taking orders from someone who has no idea how to execute the tasks I am doing to meet artificial deadlines.

What are the factors that would cause you to quit, even if you did not have another job?

Bullying. Especially when it's done deliberately by senior management, or tolerated by senior management (they laugh at it, engage in that level of humour, turn a blind eye toward it, reward people who exhibit this behaviour).

And drama. Again, especially when it's done/tolerated by senior management.

These are all distractions, and prevent the amount and quality of work I'm able to do, both on my own and as part of a larger team.

Age

25-34

First Name

Jeff

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

The biggest thing is the appreciation and recognition of contribution. Beyond that I like a challenging project rather than one that is just rote. The ability to influence a Team and be an integral part of that team...

What are the factors that would cause you to quit, even if you did not have another job?

An uncomfortable work environment; no yelling, bullying, tension

Industry

Design and Manufacturing

Age

55-65

First Name

Craig

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Intellectual engagement, collegiality, ability to serve customers well.

What are the factors that would cause you to quit, even if you did not have another job?

Knowing my employer/employing company was operating illegally, immorally, or unethically.

Industry

Consultant

Age

55-65

First Name

Patrick

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

pay and culture

What are the factors that would cause you to quit, even if you did not have another job?

culture

Industry

promotional sales

Age

35-44

First Name

Russell

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

Culture

- Employee empowerment
- Open and transparent communication
- Flexible schedule and location

Engaging work

- Challenging business problems to be solved

What are the factors that would cause you to quit, even if you did not have another job?

Besides a conflict with the factors listed above...

- Lack of respect and recognition
- Growth in responsibilities without increased role/title and compensation

Age

45-54

First Name

Shawn

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

- Friendly work environment
- Safe work environment
- Respect and Dignity

What are the factors that would cause you to quit, even if you did not have another job?

- Bullying and harassment environment
- No motivation or Reward for good performance
- Disrespect at the work

Industry

Food

Age

25-34

First Name

Amninder

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

I would stay if I felt that the company leaders sincerely cared about me and my progress, and fully supported by personal and professional growth.

What are the factors that would cause you to quit, even if you did not have another job?

I would quit if the company did something that went against my core values. For example, one of my core values is respect. If I saw that the workplace culture allowed disrespect for people and for their contributions I would bring up the issue, whether it involved myself or others were being disrespected on my watch. If the company leadership refused the take appropriate action, I would leave.

Age

35-44

First Name

Natella

HOW IS YOUR BRAND PERCEIVED INTERNALLY?

What are the factors that would keep you loyal and engaged within your current company?

I need to feel like my boss values me, my opinion, and my work.

What are the factors that would cause you to quit, even if you did not have another job?

Lack of respect.

Industry

Employee benefits

Age

35-44

First Name

Brian