

Moving the Middle

Taking Employee Performance from Good to Great

Engaged employees are among the most critical assets in your organization, helping you enhance customer service and boost the bottom line through their happy demeanor, overall productivity, and willingness to go the extra mile.

But engaged employees are in short supply. Research firm Gallup reports that 70 percent of U.S. employees are not engaged at work, which costs the U.S. between \$450 billion and \$550 billion per year.*

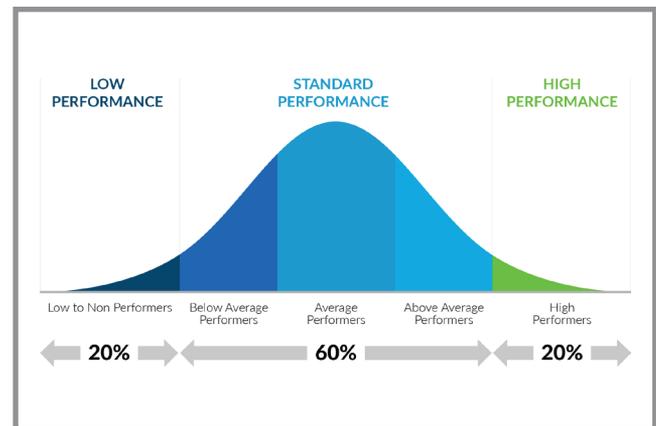
Disengaged employees are passionless about their jobs and probably not contributing much to your organization's growth. But *actively* disengaged individuals can pose an even bigger challenge. They are so dissatisfied, they may act out and have the potential to damage morale, spread negativism, and eat away at productivity.

What about the individuals in the middle of the pack? How can you turn them into engaged employees? Let's explore some ways that can help you promote a culture of engagement in your workplace.

Target the Middle of the Curve

Employee performance is often shown in a bell curve distribution. By increasing the engagement of the people in the middle of the curve even slightly, you stand to gain the greatest return on your investment.

Gamification solutions can help you achieve this goal. These solutions create game-like scenarios on the employee desktop to provide positive reinforcement and help drive employee engagement, particularly for employees who perform repetitive tasks, such as taking customer calls or processing transactions. By tracking progress, enabling individuals to compete against personal and team benchmarks, and awarding rewards for hitting



milestones within a certain time period, gamification can help employees become more motivated, invested, and accountable.

Gamification can help improve performance by providing individuals with daily — or even hourly or real-time — feedback. Employees can gain a better idea of where they need to make adjustments in performance, and are presented with activities or “next best actions” to improve specific skills. With gamification, you can set and track goals that encourage employees to focus on the right activities, sharpen their skill sets, and improve their job performance.

Think Strategically

To deliver the greatest value, gamification solutions should be designed to motivate and celebrate not only your top performers, but the majority of your staff — the middle performers. The solution should entice employees, motivate them, teach them, and reward them for their contributions, as well as offer the ability to compete against their personal best scores, as well as those of their peers.

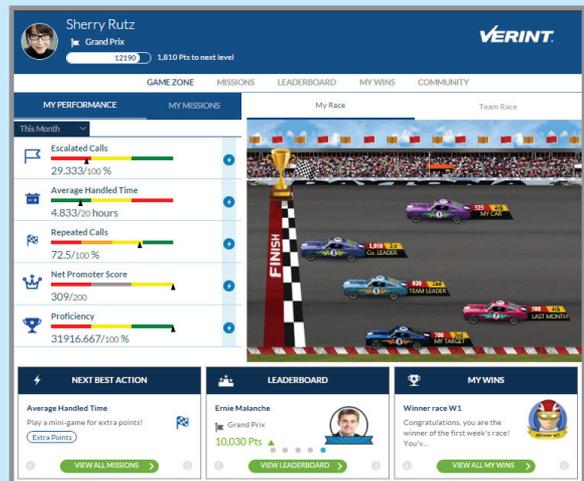
* Gallup 2015 State of the American Workforce Report

Even employees who are initially less successful can grow, learn, and improve with the right type of guidance. However, be careful to not pit employees against each other, since this can generate feelings of defeat or anxiety instead of motivation. The goal is for the majority of your employees to learn from their mistakes, adjust their behavior, and continue to improve their performance. This is how you will see the greatest impact.

For example, gamification solutions such as Verint® Gamification™ go beyond the points, badges, and leaderboards typical of many gamification applications. Verint Gamification provides rich game narratives right out of the box with clear calls to action focused on personal and shared performance metrics, on-the-job mastery, and enhanced customer interactions. By coupling engaging themes such as racing, virtual city-building, or scavenger hunts with a progression of challenges, the solution can capture employee interest while helping build desired skills and behaviors.

While keeping employees engaged with their work can be an ongoing challenge, you can implement technology and processes that can foster engagement. The right gamification solution can help you transform your organization by motivating employees to achieve their personal best.

Gamification in Action



Let's assume you are the VP of Claims at an insurer. Your volumes are growing, but your headcount of 150 employees isn't. On average, your staff processes seven claims a day. Using gamification, you set a stretch goal of nine claims per day. Staff members can track their progress in real time, receive instant recognition for achieving their goals, and see how their progress compares to that of other team members. If half your staff achieves the goal, you could experience increased production by 750 claims per week while speeding turnaround times and boosting customer satisfaction.

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