

# EMPLOYEE ENGAGEMENT

The Holy Grail or Pandora's Box?



Jana Fratrič

inAgile - 10 June 2025 - Prague

**Slido time:**

**Engaged employees  
deliver better results.**

**Do you agree?**



**Engaged employees  
deliver better results.**

**They do. Sometimes.**



# The Story of Engagement

Kahn

**Defined personal engagement as individual's physical, emotional & cognitive presence at work.**



# The Story of Engagement

**Kahn**

**Defined personal engagement as individual's physical, emotional & cognitive presence at work.**

**Schaufeli et al.**

**Expanded to "work engagement" with vigor, dedication, absorption.**



# The Story of Engagement

**Kahn**

**Defined personal engagement as individual's physical, emotional & cognitive presence at work.**

**Schaufeli et al.**

**Expanded to "work engagement" with vigor, dedication, absorption.**

**Gallup Q12**

**Translated engagement into 12 actionable survey items and benchmarking.**

# The Story of Engagement

**Kahn**

**Defined personal engagement as individual's physical, emotional & cognitive presence at work.**

**Schaufeli et al.**

**Expanded to "work engagement" with vigor, dedication, absorption.**

**Gallup Q12**

**Translated engagement into 12 actionable survey items and benchmarking.**

**Pulse & eNPS**

**Shifted to frequent, lightweight questionnaires and real-time tracking.**

# The Story of Engagement

**Kahn**

**Defined personal engagement as individual's physical, emotional & cognitive presence at work.**

**Schaufeli et al.**

**Expanded to "work engagement" with vigor, dedication, absorption.**

**Gallup Q12**

**Translated engagement into 12 actionable survey items and benchmarking.**

**Pulse & eNPS**

**Shift to frequent, lightweight questionnaires and real-time tracking.**

**What now?**

**Beware "tick-box" routines and the lack of qualitative insight or team-level action.**

Moreover,

**this is not the same.**



**Want performance?  
Address the drivers.**  
**Engagement is just one of them.**



## **Job demands**

# **Everything that drains our energy at work**

**Effort: physical, mental, emotional**  
**Unfavorable work environment**  
**Distractions | Bureaucracy | Tension**  
**Conflicts | Workload**



## Job resources

**Everything that helps  
us perform our work  
well and with ease.**



**Job resources**

**Role clarity**

**Job design**

**Tools**

**Autonomy**

**Supervisor & peer support**

**Feedback**

**Employee selection**

**Learning & development**

**Reward system**



# The Survey Problem



## Employee listening tools

**“Honestly? This is the first time someone’s asked me face to face; not just rushed me to click a survey between the locker room and production line.”**



## Lack of trust

**“I just clicked through the damn thing; nothing’s going to change anyway.”**



## Pressure to participate

**“They’re hounding us to hit the participation rate. Someone’s KPI, I guess.”**



## Interpretive variability

**“But I understood  
that question  
in a completely  
different way!”**



## Fear

**“I don’t know what’ll happen if I’m honest. I’ve got two kids and a mortgage, you know?”**



# Don't Ask This



1

**Do they like the workplace atmosphere in general?**

2

**Do they have a best friend at work?**

3

**Would they recommend your company as an employer?**

4

**Do they intend to still be working here in 12 months?**

5

**Do they feel rewarded and recognized for their work?**

# Invest in:



**1**

**Pilot your question wording with a test group**

**2**

**Always offer a neutral response option**

**3**

**Prompting with “Recall the last time you...”**

**4**

**Capturing as many specific experiences as possible**

**5**

**Using open-ended questions and qualitative follow-up**

**Engagement is no  
instant performance  
boost.**

**It stems from optimizing  
the environment so people don't  
waste energy on needless barriers.**





Jana Fratrič, PhD.

# The key lies within the work environment.

I specialize in qualitative research to uncover the dynamics within organizational environments. I identify and help you remove the barriers that stand in the way of culture, behavior, or engagement - so you can lead the company forward with less friction.

I work with interviews, not engagement surveys.  
With real stories, not generic typologies.  
With what's truly happening, not just what's reported.

1

**employee  
engagement**

2

**organizational  
culture**

3

**work  
environment**