



# EMPLOYEES RISING: Seizing the Opportunity in Employee Activism

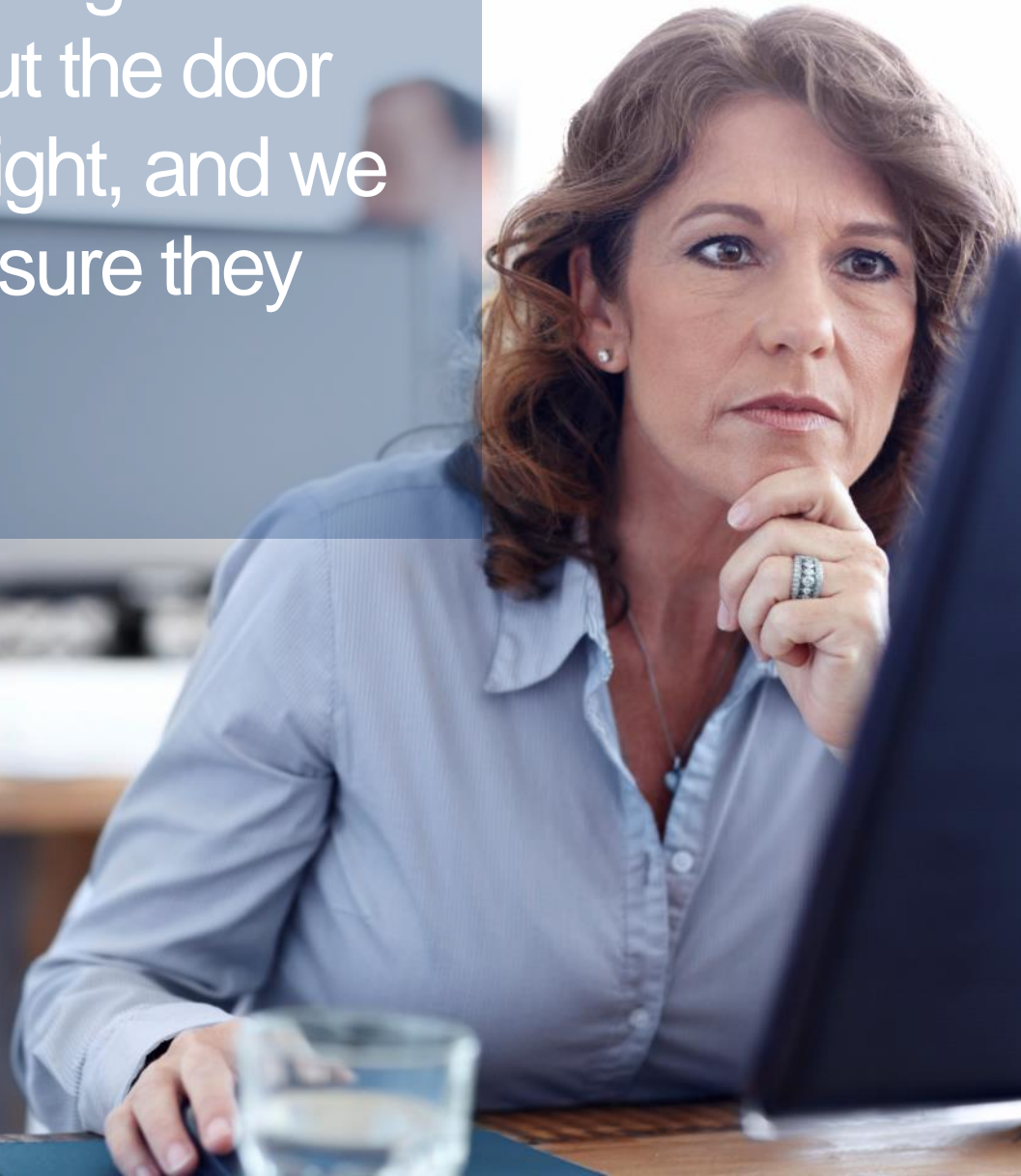
January 2016

 **KRC RESEARCH**  
OUR INSIGHT. YOUR BREAKTHROUGH.

 **weber  
shandwick**  
engaging, always.

“75 - 80% of our greatest assets walk out the door every single night, and we want to make sure they come back.”

*- Jim Goodnight, SAS CEO*







“A high-performing  
workforce is essential  
for growth and  
survival.

A highly engaged  
workforce can  
*increase innovation,  
productivity, and  
bottom-line  
performance.”*

- Harvard Business Review, 2013

# Why Did We Do This Research?

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*Because employee activism is...*

central to company success  
the foundation for performance

*To encourage employers (and our clients) to...*

embrace, prepare for the future workforce  
harness energy, tap into a movement





# Methodology

15-minute online survey of  
2,300 employees working 30+ hours/week  
at large organizations (500+)  
across 15 markets.

## North America

United States  
Canada

## Latin America

Brazil

## Europe

United Kingdom  
France  
Germany  
Italy

## Asia Pacific

Australia  
China  
Hong Kong  
India  
Indonesia  
Japan  
Singapore  
South Korea

# We Studied Activism in Five Parts

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## **Why**

mobilize and leverage  
activists



## **Leadership's role** in activating



## **The intersection** of communications and activism



## **The rewards** of activist mobilization



## **The profile** of today's workforce and activists

# What We Found...



# On Social Media, Employees are Sharing Often

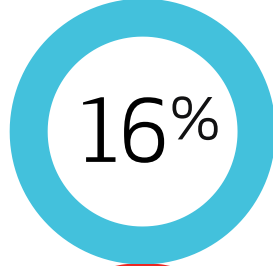
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post social content **about their employer**



have shared **praise** online about their employer



have shared **criticism** online about their employer



posted something about their employer they **regret**



# But Changes Have Led to Unrest in the Workforce

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84%

recently  
experienced an  
employer change

- *Leadership change*
- *Product / service introduction*
- *Change of business strategy*
- *(And others)*

42%

recently experienced  
a *top tier* change

- *Lay-off of many employees*
- *Acquisition / merger*
- *Crisis / disaster*

# Employees are on the Defensive and Underequipped

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**56%**

**defended their employer  
from criticism**

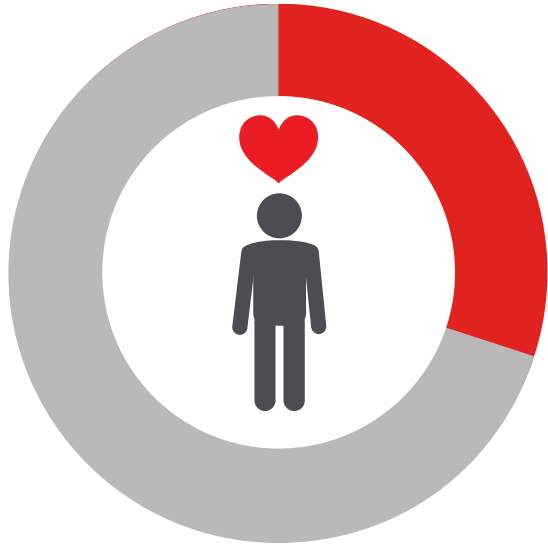


**42%**

**can describe what their  
employer does**

# Just One in Three are Deeply Engaged

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Just **30%**  
are deeply engaged with  
their employer

Proud to work for my employer

Enthusiastic about the work I do

Care a great deal about my employer's success

Very satisfied with my job

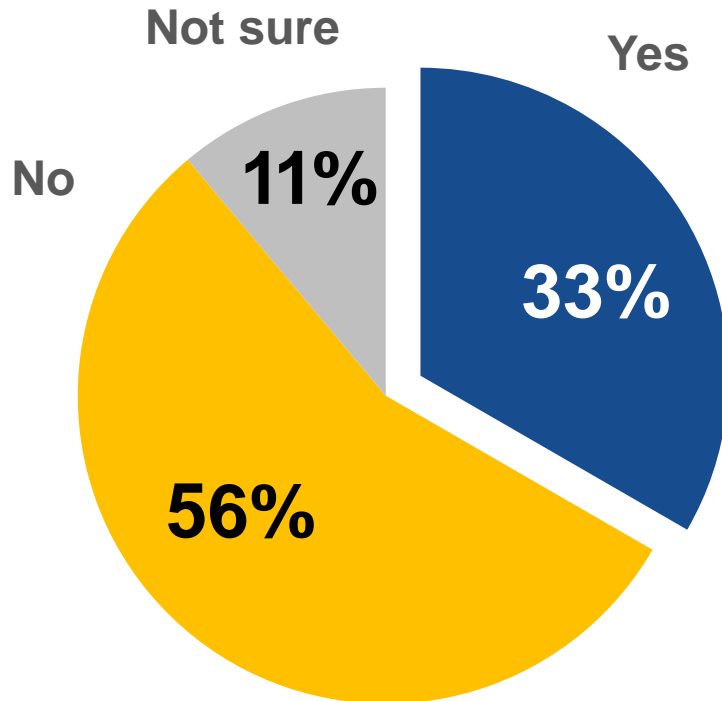
Feel valued as an employee





# Employers Aren't Widely Encouraging Social Sharing

*Employer encourages sharing via social*



*% sharing about employer  
whose employers don't encourage it*



# Segmentation: One in Five are Activists

*Employees taking (almost exclusively) positive actions to support employers*



**21%**

# Driving Activism? Leadership Qualities and Actions

Employee Activism Driver	Top Component of Score	Activism Impact Score
 Leadership	Employer values employee ideas, opinions	75
 Internal Communications	Good job of keeping employees informed	70
 HR/Employee Development	Many opportunities to grow and learn	70
 Corporate Social Responsibility (CSR)	Treated fairly regardless of their differences	67



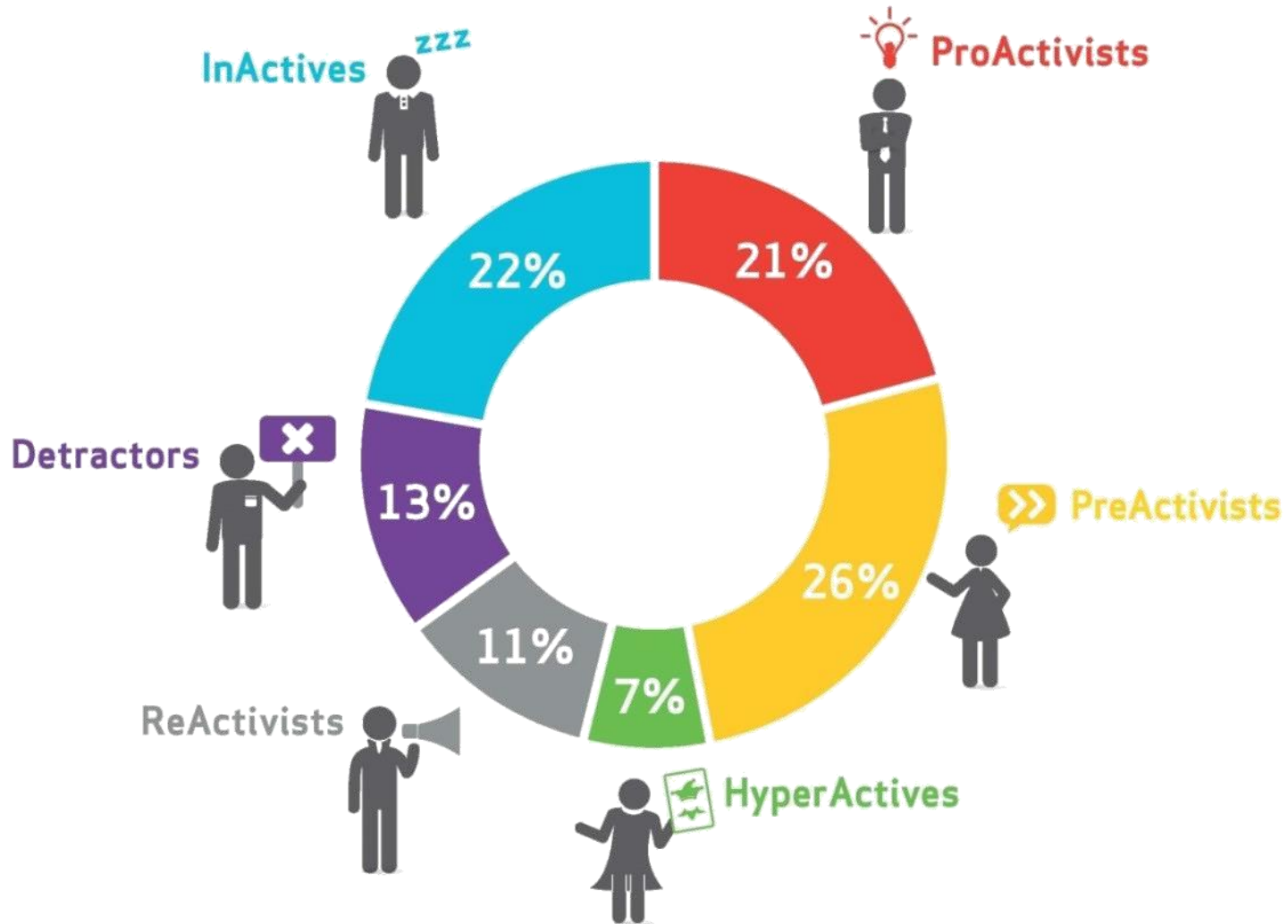
# Social Encouragement Boosts Advocacy

## % Who Have Taken Action for Employer

● Encouraged to share via social      ● Not encouraged



# Six Segments in the Activism Spectrum



# “ProActivists” are an Employer’s Biggest Allies



ProActivists	PreActivists	HyperActives	ReActivists	Detractors	InActives
Positive acts	Mostly positive	“Wildcard”	Tend to detract	Negative	Few actions
Very engaged	Mostly engaged	Half regret a post	Avg. engagement	Distrustful	Little effort
Very social	Less social	Engaged, social	Very social	Least engaged	Unengaged



# From Embrace to Activate: Five Steps for Employers

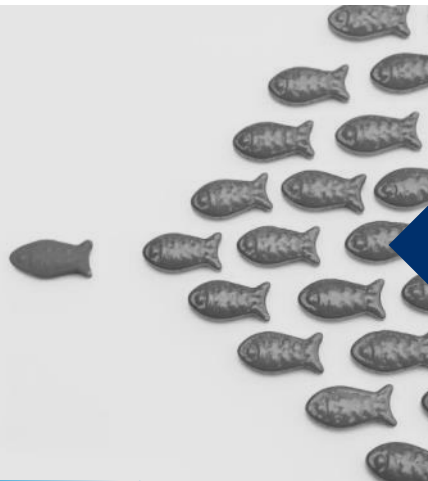
**1** Embrace and leverage the new reality of employee activism.



**2** Identify your different workforce segments.



**3** Activate from the top.



**4** Encourage social, but have a policy.



**5** Flip the right activism switches.



# Feed Your Activists in Ways that Work for Them

## Employer communications to Activists

- Hungry for internal communications
- Email is most preferred method
- Index higher for preferring text messages, social media and Skype



## Top 3 ways to further encourage Activists

- Provide accessible tools
- Provide messages
- Provide social media access at work



# Questions?



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