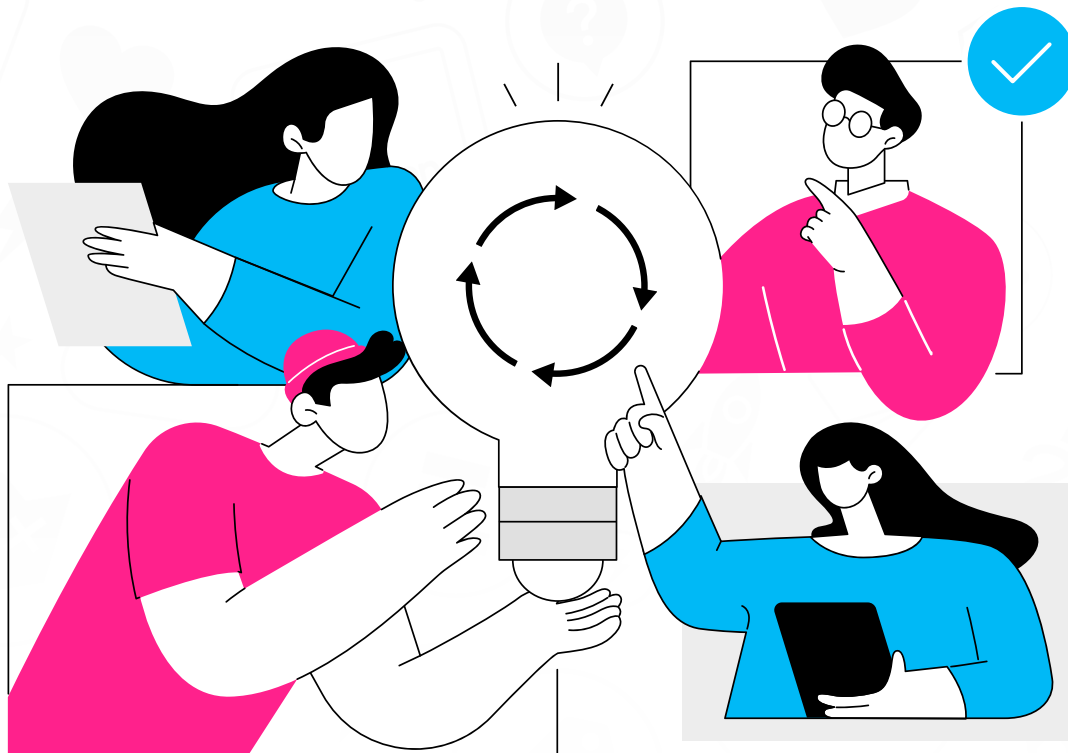


# Virtuous circle of engagement:

## 10 tips to reach the highest levels of engagement for your teams



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## Introduction

When we talk about **employee engagement** in the workplace, we're referring to more than just job satisfaction or morale. Engagement reflects the depth of commitment employees feel toward their work and the collective energy that drives teams forward.

You might ask — why does this matter right now?

The reality is that engagement has become a strategic differentiator. Forward-thinking organizations increasingly recognize it as a core lever for performance, retention, and long-term value creation. The most engaged teams consistently **outperform, adapt faster, and stay longer** — and in today's volatile business landscape, these are not just HR metrics, they're board-level concerns.

But here's the challenge:

True engagement is incredibly difficult to engineer and nearly impossible to replicate.

It doesn't emerge from perks or performative gestures. It doesn't take a ping-pong table and monthly socials to launch a **virtuous circle of engagement** and culture of trust.

True engagement must be anchored in something far deeper than surface-level initiatives. It grows from **trust in leadership, clarity of purpose, transparent communication, and a culture of mutual support and shared accountability**. Without these foundations, engagement is merely a fresh coat of paint on a crumbling structure — visually appealing, but structurally unsound.

With solid foundations, however, organizations create the conditions for a workplace where people are not just present, but **genuinely invested**, motivated to contribute, grow, and drive the business forward with purpose.

And yet, the data tells a sobering story.

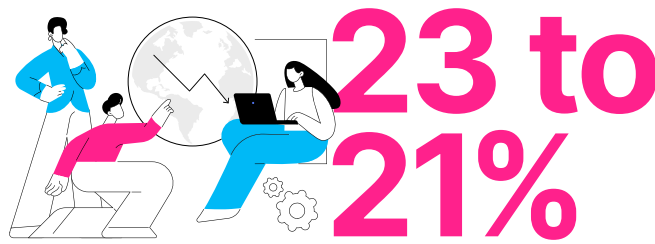
If engagement were easy, the global average **wouldn't still sit at just 21%**, according to [Gallup's 2024 report](#). The best companies in the world are achieving engagement rates above 70% — while in the US, the average languishes around 31%



Source: Gallup

**US employee engagement hits 10-year low. In 2024, only 31% of US employees were engaged at work, matching the lowest level since 2014.**





Source: Gallup

## **Global decline in engagement: worldwide, employee engagement dropped from 23% in 2023 to 21% in 2024, marking the second decline in the past 12 years.**

The gap is clear. So is the opportunity.

For leaders willing to invest in real cultural transformation, engagement is more than an HR initiative. It's a strategic asset. One that drives resilience, innovation, and sustainable growth.

Faced with these numbers, the conclusion is clear.

### **Something is not working in the way we approach employee engagement today.**

There are several possible causes:

- **Superficial initiatives** that fail to create lasting cultural change
- **Management practices** that do not prioritize trust or meaningful recognition
- **Siloed communication** that limits cross-functional collaboration
- **A lack of overall purpose** and coherence in engagement efforts

The result is often the opposite of what was intended. Instead of fostering motivation, these shortcomings lead to **disengagement**, which negatively impacts performance and the overall employee experience across the organization.

In short, a vicious cycle.

This guide aims to help you **break that cycle**. It offers proven strategies for building a positive and sustainable culture of engagement. As you will see, creating real engagement at work requires more than a few scattered initiatives. Participation, collaboration, and ongoing learning are just some of the essential drivers of meaningful engagement.

Each recommendation in this guide can be explored on its own, **but together they form a cohesive approach**. When combined, they reinforce one another and lead to tangible, lasting improvements within your organization.



# 1.

## Take back control of your work routines





**YOU CANNOT CHANGE  
YOUR FUTURE, BUT YOU  
CAN CHANGE YOUR HABITS  
— AND YOUR HABITS WILL  
CHANGE YOUR FUTURE.**

**Marco Polo**, Venetian merchant and explorer, 13<sup>th</sup> century



## 💡 What's the idea?

Let's talk about meetings.

These collective moments are part of our daily routines — often **at the expense of our own productivity**. A striking 92% of employees multitask during meetings, and 80% say they'd be more productive if they spent less time in them.

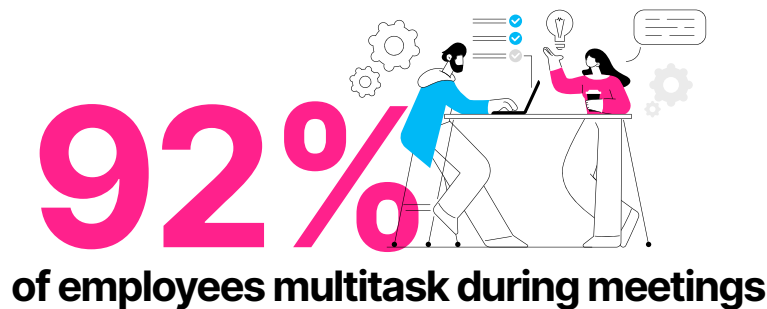
If only you could swap some of those endless meetings for focused, self-paced work — wherever you are.

That's exactly what **asynchronous work** offers: a way to regain control over your time and your thinking, while being more effective.

Asynchronous work is the ability for a team to collaborate without needing to be together in real time — working collectively, but not simultaneously.

### **Asynchronous work means moving forward collectively without being constrained by the need to be together in real time.**

It enables **daily planning with greater autonomy**, aligned to your natural rhythm. You can share ideas, give feedback, and contribute when you're actually focused and available — rather than reacting to constant pings, pop-ups, and interruptions.



Source: University of California, Irvine

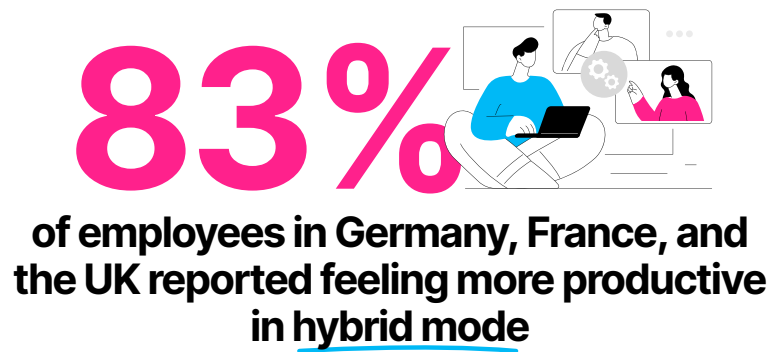
Of course, embracing a true asynchronous work culture means rethinking the traditional role of meetings. For example, what if **you replaced that 90-minute meeting (complete with tangents) with a focused 15-minute sync** to align on key points — then let each team member reclaim their time to move forward more efficiently?

In short: use meetings only for what truly requires real-time discussion. Once your core points are covered, let the team manage their time based on the shared deadlines — and watch productivity rise.



## ☆ Why does it matter?

It is well established that the hybrid model has found a lasting place in our society. According to a survey conducted by Zoom in spring 2024, **83% of employees in Germany, France, and the UK** reported feeling more productive in hybrid or remote environments compared to in-office settings.



For companies, expectations around hybrid work bring both significant benefits such as lower expenses related to office space and business travel and real challenges such as less control and difficulty building connections at a distance.

For managers, the situation has also changed. In this setup, micromanagement no longer fits with **the need for autonomy and flexibility** that teams require in order to engage and share the company's vision.

Not to mention that asynchronous work can also be an essential competitive advantage since it helps strengthen collective creativity to improve employee engagement and the quality of individual contributions. This approach allows everyone to **regain control of their work routine** while respecting both project frameworks and their own pace and style of working.

Of course, collective moments remain important to keep for inspiration, stimulation, and group cohesion.

**Tree-like thinking** benefits especially well from the flexibility of asynchronous work. For example, by allowing ideas to form in the background while performing other tasks, the employee becomes much more productive when it is time to take action on the first topic.

**Just like Newton and his apple, "Eureka!" moments have their own sense of timing.**

What if we accepted that this is how our brain works?

At the moment of processing new information, some ideas may come up. But by giving our mind a little more time or by moving on to an unrelated topic, we allow ideas to settle and **new connections to form**.







**DO**

- **Start your projects with a kickoff meeting** by gathering everyone on an interactive and structured platform for focused and efficient discussion and precise task tracking.
- **Offer optional support to your team members** to help them organize their asynchronous work at first. Once the habit is established, everyone will have the right routines to work smoothly and effectively.
- **Remember that coming up with an idea can take time.** Brains can have linear or tree-like structures, which leads to very different ways of thinking.



**DON'T**

- Believe that employees must always **find a solution immediately**.
- As a manager, **leave your teams** to manage asynchronous work organization completely on their own.
- **Procrastinate on certain topics** by continuously delaying when to address them. Working asynchronously means having the opportunity to progress at your own pace but without ignoring the project's goals and time constraints.



# 2.

## Build connection within your team





**YOU CAN LEARN MORE  
ABOUT A PERSON IN AN  
HOUR OF PLAY THAN IN A  
YEAR OF CONVERSATION.**

**Plato,** Greek philosopher



## 💡 What's the idea?

Workplace engagement is closely tied to the employee experience, which puts the human factor first. Even though we hear a lot about digitalization and automation in how organizations operate, **people remain essential** — for collaboration, employee retention... and even revenue.

**\$11:** According to [a study by Korn Ferry](#), that's the ROI you can expect for every \$1 invested in your human capital.



Source: Korn Ferry

**The ROI you can expect for every \$1 invested in your human capital**

As social beings, humans need connection. So driving engagement also means building bonds and helping teams get to know one another better. Remember the pillars of the virtuous circle of engagement: **trust, transparency, and mutual support**. By strengthening relationships within the team, you naturally reinforce all three.

**By creating bonds between members of a community, you maximize trust, transparency, and mutual support.**

How can you build stronger connections? Through interactive and memorable experiences:

- **Gamified activities** like challenges or [icebreakers](#) help break down barriers quickly (even remotely!) and give participants the confidence to speak up afterward.
- **Informal team moments** such as sharing a meal, a coffee, or outdoor activities for those meeting in person — with [remote-friendly equivalents](#) available too!

## ☆ Why does it matter?

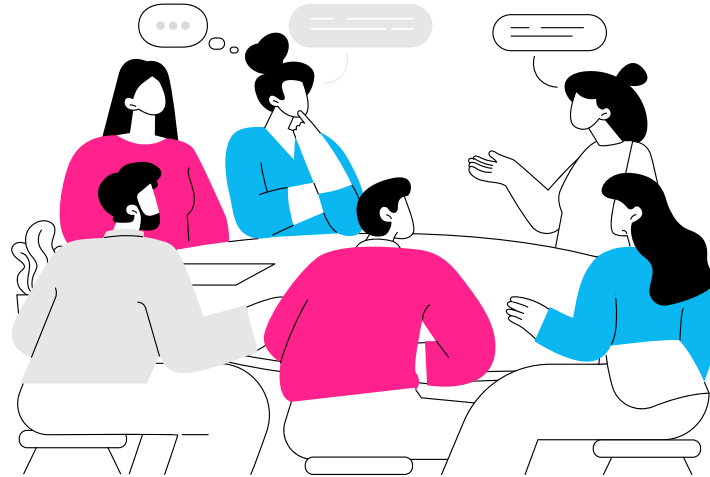
Who hasn't joined a "quick morning check-in" meant to solve an urgent issue, only to see it veer off course as people start sharing personal stories?

Some may see that as a waste of time, but in reality, these kinds of moments are exactly what you should be encouraging... **in a structured way**.

**That's where icebreakers come in.**



Have you ever found yourself in a room (or on a video call) full of strangers, unsure how to start a conversation? It's hard to move beyond small talk when the only thing you know about someone is that they work at the same company. And that's true **whether you're an introvert or an extrovert**.



**Introverts — and even extroverts — often find it difficult to break the ice** with someone they know nothing about beyond their job title.

Icebreakers are an ideal way to overcome these blocks, **get to know your colleagues better**, and open up new possibilities.

Just five minutes before a meeting is enough for these seemingly simple activities to **have a real impact on productivity**, and ultimately, on engagement within your organization.

## ? Why?

Engagement is hard to measure because it's deeply tied to our **inner motivations**. One of the most powerful motivators — in every area of life — is the feeling of **belonging**.

## The social dimension is a key driver in the workplace.

Intentionally getting to know our coworkers helps us feel psychologically safer and more integrated into our environment. That creates a **sense of trust and security**.

Because of our ancestral wiring, we're more comfortable with **what's familiar and known**. Avoiding the unknown is one of our deepest instincts.

And the same goes for relationships: **we're naturally drawn to people with whom we've built even small connections** — a chat in the hallway or a moment by the coffee machine. These small interactions create a sense of closeness that puts our brains at ease.



In fact, decades of empirical research show that **the most successful teams** are those that took the time to connect beyond just the work itself.



### The power of weak ties

American sociologist **Mark S. Granovetter** takes this even further with his theory of “**weak ties**.” These are light-touch professional relationships — they don’t demand much time or energy but serve as **highly effective information channels**.

According to Granovetter, everyone benefits significantly from these weak ties. In fact, they can positively impact **your creativity and ability to innovate**.

As our networks expand, we’re exposed to more diverse perspectives — which forces us to **become more flexible and open-minded** in how we see the world.

In short: building meaningful connections with your coworkers doesn’t just make coffee breaks more enjoyable — it **boosts belonging, sparks creativity, and strengthens collaboration**. And those are essential ingredients for strong employee engagement!

**Weak ties can have a positive impact on our creativity and ability to innovate.**





**DO**

- **Schedule regular coffee, tea, or juice breaks with your colleagues** whether you are at the office or working remotely.
- Take the time to start your meetings with **informal conversation or an icebreaker**. If you need ideas, our [template library](#) is available for you.
- **Look for common interests** you share with your peers. This is undoubtedly the best way to create strong and lasting connections quickly.



**DON'T**

- **Ignore the power of informal discussions at work.** Sometimes, the best idea can come up unexpectedly during a conversation that seems unrelated, helping you suddenly move forward on one of your professional projects.
- **Isolate yourself**, especially when working remotely where it can quickly become a habit due to the lack of external stimuli.
- **Cut informal conversations short** to immediately jump into work topics. These exchanges are truly useful even if the current situation does not always allow for them.

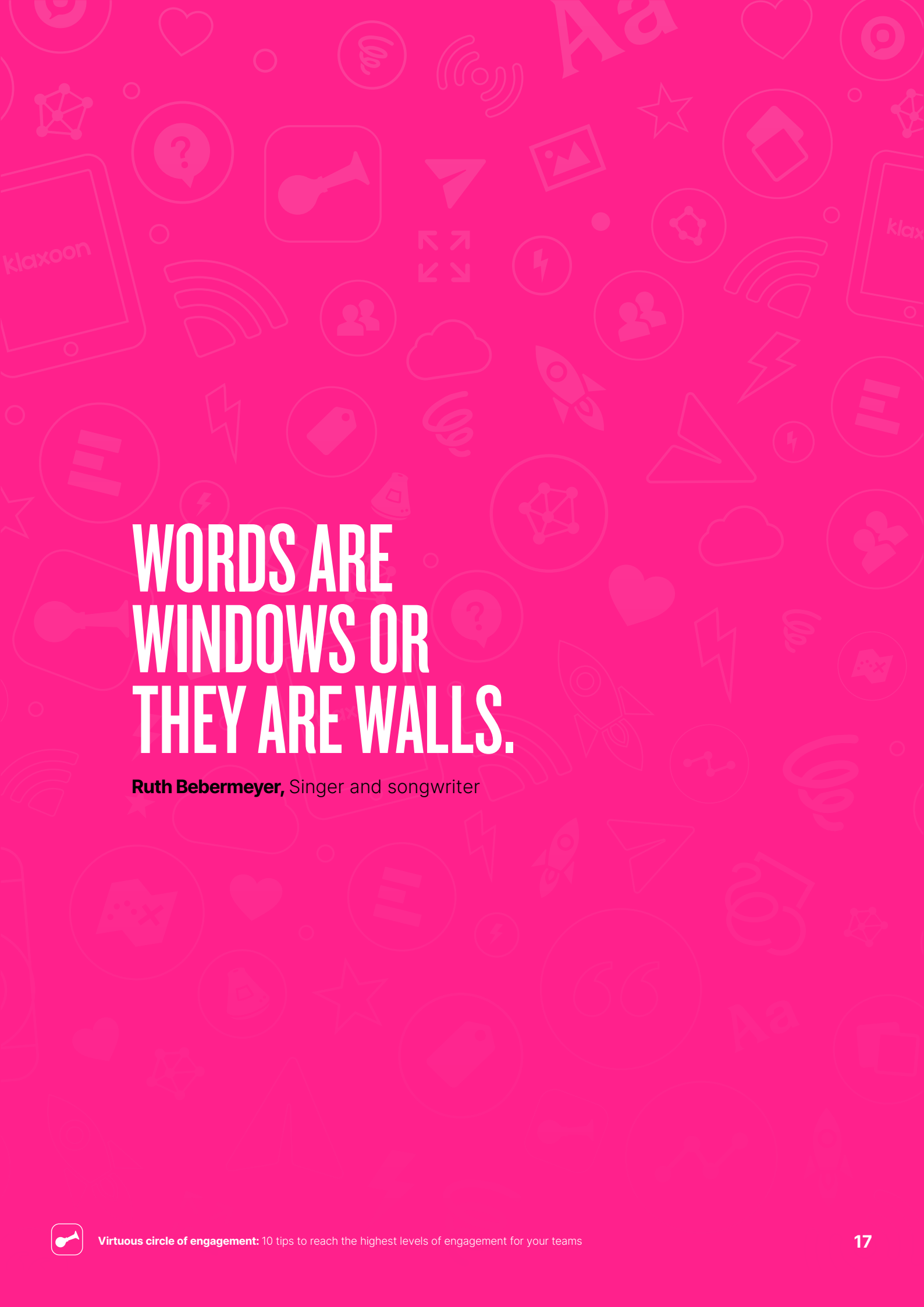


# 3.

**Do not be afraid  
to be wrong**







# WORDS ARE WINDOWS OR THEY ARE WALLS.

**Ruth Bebermeyer**, Singer and songwriter



## What's the idea?

The idea is that there is no such thing as a bad idea.

What might seem silly at first can actually lead to a better idea you had not considered. That is why it is essential to **create a safe work environment** where all ideas can surface and everyone is encouraged to participate in different ways.

## Why does it matter?

Have you ever hesitated to speak up, wondering if it was wise to challenge your manager's latest idea?

Have you ever realized you were wrong but did not dare to say, "Sorry, I made a mistake"?

Where does this difficulty come from, this fear of saying what we truly think without fearing judgment?

Let's go back to when we were children. Most of us probably remember what would have happened if we had admitted to sticking modeling clay on the walls or drawing on the white couch in the living room. Very early on, we learn that admitting our mistakes can often lead to punishment.

**So it seems smarter to stay quiet** and let someone else take the blame.

Even as adults, those early lessons stay with us. **We still struggle with judgment**, even in the workplace. It takes courage to speak our minds, to risk being wrong, to question the status quo, or simply to say no.

**It takes courage to speak our minds,  
to risk being wrong, to question the status quo,  
or simply to say no.**

Yet **the ability to participate and express ideas openly** is one of the key drivers of employee engagement.

In some situations, speaking up can even be critical. Imagine an aircraft mechanic noticing a faulty part during assembly. Or a nurse questioning the dosage of a certain medication. Or a nuclear engineer concerned about unexpected overheating in the plant.

We would all want them to raise the issue, even if that means slowing down production, pointing out a human error, or admitting a gap in their own expertise.

So how do we create an environment where everyone feels free to speak their mind?



## How do we create an environment where everyone feels free to speak their mind?

**Amy C. Edmondson**, professor at Harvard Business School, coined the term “**psychological safety**”, which she defines as *the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes*.

In other words, it is **a culture where initiative, openness, and constructive questioning are valued** as necessary for progress and innovation.

To build this belief across an entire organization, a shift in mindset is needed. We must learn to accept mistakes, effort, and all types of ideas, without automatically seeking someone to blame whenever something goes wrong.

Of course, some mistakes result from direct negligence or misconduct, and it is important to address those cases appropriately. But in most situations, the ability to make mistakes and learn from them **is what allows people to grow**.





**DO**

### In meetings:

- **Put yourself in others' shoes.** For example, why not take turns leading the meeting, so no one is stuck only in a facilitator or observer role?
- **Create a safe space for contributions to be shared anonymously.** This helps build psychological safety and allows people to express themselves more openly.

### In conversations:

- **If you disagree with someone,** make sure you have fully understood their point before strongly challenging it. A helpful practice is to rephrase what you heard and check your understanding before sharing your opinion.
- **Build on what has been said** by using phrases such as "I see what you mean, and I have a different take on this" or "What if we looked at it from another angle?"

### In daily interactions:

- Remember that **everyone's perspective is as valid as your own.**
- **Use nonviolent communication** when expressing how you feel. Focus on your own emotions rather than on what the other person may have done wrong.



**DON'T**

- **Assume the person you are speaking with misled you on purpose.** According to research by Iranian psychologist Albert Mehrabian, only 7 percent of communication comes from words.
- **Always look for someone to blame** when an error or unexpected situation occurs. No matter who may be responsible, your main priority should be to adapt and respond to the situation as effectively as possible.
- **Dismiss an idea** just because it differs from your own perspective. You may have solid reasons for your opinion, but that is likely also true for the person behind the idea. Ask questions to understand their thinking.



# 4.

## Foster active and inclusive participation





# EXPRESSION HAS BOUNDARIES, THOUGHT HAS NONE.

**Victor Hugo,** French romantic writer and politician



## What's the idea?

Building on the previous advice, empowering everyone to express themselves confidently also means **diversifying our modes of interaction**.

Our current society places immense importance on oral communication as the most effective way to persuade and convey messages. Extraverted personalities are therefore over-valued in professional settings, at the expense of more introverted personalities who are sidelined, yet still have valuable insights and good ideas to share.

Who hasn't been in a meeting where one or two people monopolized the conversation, and the rest of the participants didn't dare interject for fear of interrupting them?

Today, however, eloquence alone is no longer enough. The ability to **create a fair and safe environment for expression**, where everyone can contribute according to their preferences, has become an essential leadership skill.

This involves:

- **Varied formats:** Replacing meetings with asynchronous work, anonymous surveys, written feedback, and so on.
- **A mix of written and oral communication** that also values delayed or thoughtful contributions.
- **Active vigilance against biases:** Related to gender, culture, personality, or digital fluency.
- **Genuine work on psychological safety:** No one should fear being judged for speaking up.

Today, collective intelligence is no longer limited to "who speaks the loudest." It relies on our ability to bring forth the voices we don't spontaneously hear. And often, that's where the most transformative ideas are hidden.

**Today, collective intelligence is no longer limited to who speaks the loudest.**

## Why does it matter?

According to [Gitnux](#) data from 2023, **40% of Americans report fearing public speaking, more than death itself!** This phenomenon of **glossophobia** (fear of speaking in front of a group) is not exclusive to in person work; it's also found remotely during video conferences. And the difficulty increases with team size and the number of participants.

Yet, and it's no secret, interaction is necessary for **collective intelligence** to thrive. Because even if we can't always express it orally, each of us has an opinion, an idea, a point of view to share.



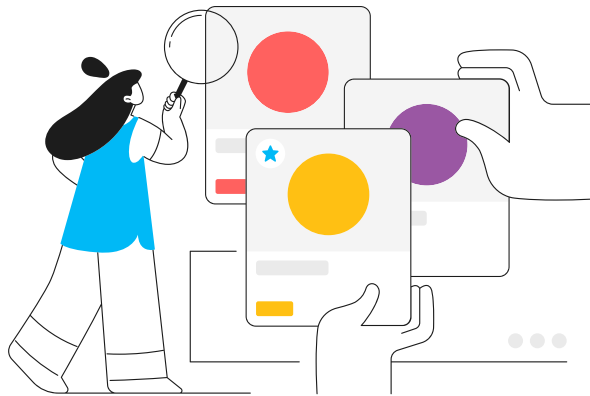


Source: Githux

## of Americans report fearing public speaking, more than death itself

What if we envisioned an inclusive work environment to accommodate everyone's mode of expression?

**Drawings, surveys, writing, direct questions, dot voting...** All of these can be a valuable source of contributions and creativity, and allow for the inclusion of everyone, including colleagues who might have hesitated to jump into the heat of a conversation.







**DO**

- **Vary participation formats and offer both oral and written options**, even anonymity. Some people are simply not comfortable expressing themselves verbally.
- **Give participants the opportunity to prepare before a meeting**. By knowing the agenda, as well as resources and other important information in advance, everyone will have time to reflect on their approach to the topic (asynchronously!) and prepare any questions, for even greater efficiency on the day.
- **Use interactive workspaces**. For example, an online whiteboard where everyone can write an idea, illustrate it with an image, or share a document that summarizes their point of view. The advantage is that it's as effective on site as it is remotely.
- **Regularly send out surveys and open polls** to gather feedback from all team members, even those who don't dare to speak up.



**DON'T**

- **Organize a top-down meeting** to disseminate information without soliciting feedback. Of course, opinions will emerge, but you'll never hear them because participants will keep them to themselves.
- **Assume that if no one spoke, no one had anything to say**. Often in companies, people prefer to censor themselves rather than give an opinion that might be perceived as irrelevant (see chapter 3).
- **Let yourself be overly influenced by a talented speaker**. Their speech might be entirely justified, but the rest of the participants surely have something to add.



# 5.

## Ask questions without moderation





# QUESTIONS CREATE THE WORLD IN WHICH WE LIVE.

**David Cooperrider**, Professor of Social Entrepreneurship



## 💡 What's the idea?

**Questions are an essential aspect of your interactions, and not just professional ones.** They allow you to learn more about a situation, better understand the people you are talking to, or better build on their ideas. And it is precisely this that fosters lasting engagement.

Moreover, people love being asked questions, especially when they know the answer. This is a technique often highlighted in training programs and manuals aimed at developing charisma and making new friends: "Ask questions to initiate conversation," "Do not hesitate to follow up on the answer with another more precise question," and so on.

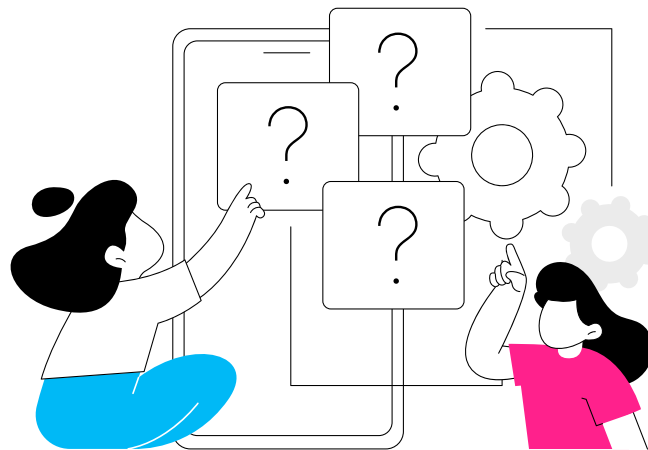
### | People love being asked questions.

Without necessarily asking 100 questions a minute, do not miss out on this formidable tool for concretely **advancing your exchanges!**

## ☆ Why does it matter?

At the beginning of our lives, we ask many questions: "Is there a monster under my bed? In grandma's time, was life in black and white? Where do thoughts come from?"

Asking questions is universal, and it is an essential mechanism for our development. **Between 2 and 5 years old, children ask an average of 40,000 questions** to better make sense of the world around them.



Through these questions, we refine the very perspective of our existence, and establish meaningful connections with the people who answer them.

And then, the more time passes, the more we tend to answer questions rather than ask them.

There is a certain fear of asking the wrong question: too naive, too personal, inappro-



priate. Asking a question can put us on the spot, but **can also be seen as an admission of weakness where we acknowledge not knowing everything**. This, in the workplace, can quickly become uncomfortable.

But as Albert Einstein already reminded us, it remains truer than ever now: "The important thing is to never stop questioning."

And modern leadership science still confirms this today. According to Marilee Adams, Ph.D., author of the "Question Thinking™" method, truly effective communication relies on a well thought out balance: approximately 80% questions for 20% answers.

## **Effective communication is 80% questions and 20% answers.**

Why? Because every well asked question is an **open door to collaboration**.

And the more diverse the answers, the more chances you have to hit the mark, innovate, and build solid decisions.

**Good teams become excellent by asking questions.**

Furthermore, informed decision making relies on **having all the right information at the right time**, in order to examine all available materials before making a decision.

While this applies to judges in a trial, it also applies to businesses and all types of activities: although our environment is faster and more complex than ever, **collective intelligence and precision** can contribute greatly to the success of your activity.





**DO**

- **Start and end your meetings with a question.** Like a good introduction and conclusion in an analysis or essay, good questions will guide your audience where you want them to go.
- **Bounce off certain questions** to set the pace of your discussion and bring out new perspectives.
- **Share quizzes** to test knowledge or ignite your team's competitive spirit.
- **Use questions to identify your problems at the root.** For example, the 5 Whys method is a very effective tool that prompts you to ask "Why?" five times to delve deeper into a subject.



**DON'T**

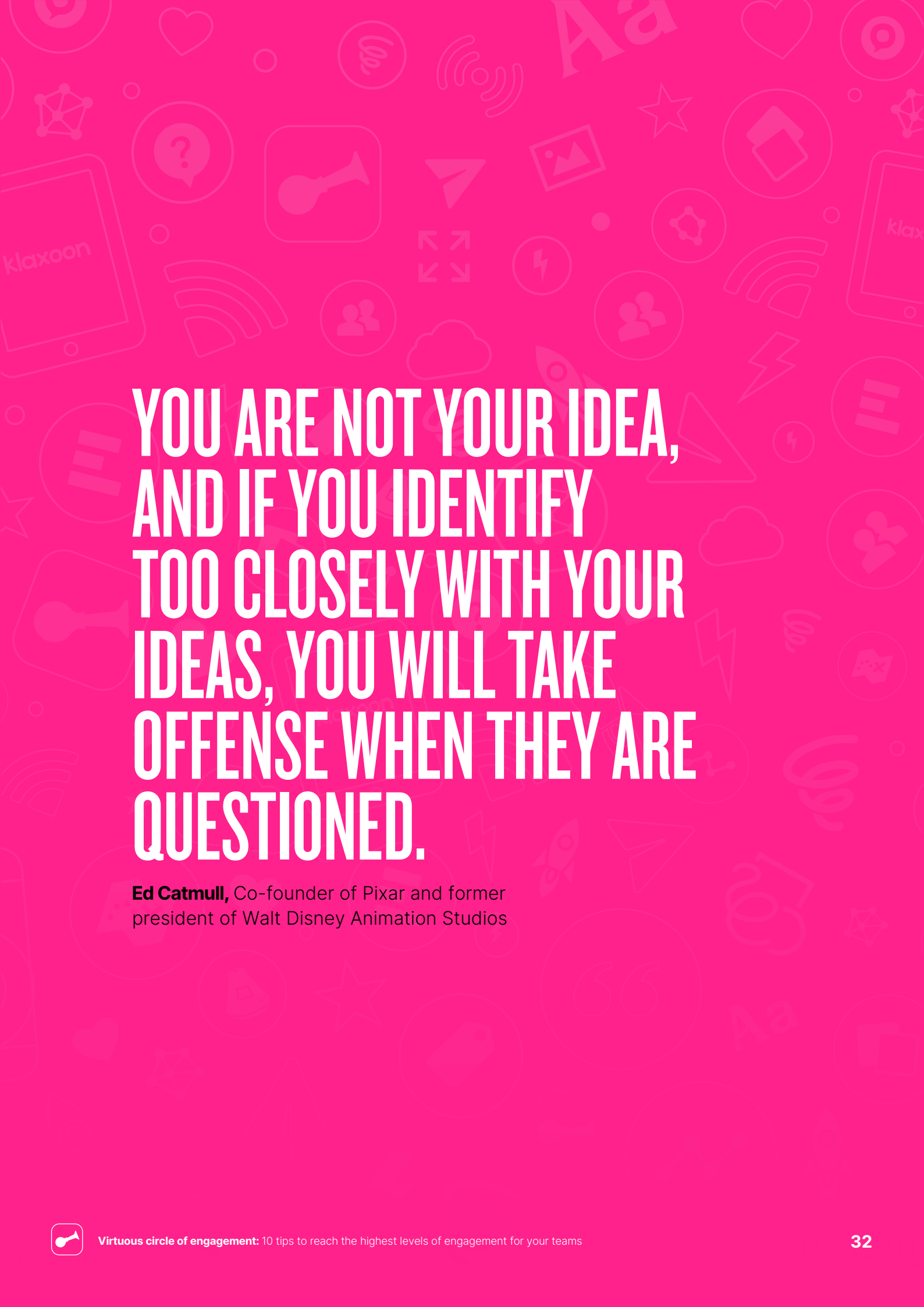
- **Only ask closed (Yes/No) questions.** Open questions give the person you're talking to the opportunity to fully express their thoughts and elaborate on all the aspects they find important. It's hard to confine all that to a simple "Yes" or "No."
- **Systematically relate answers to your own experience.** Prioritize the need to learn more about the other person's feelings ("How did you experience it?", "What did you prefer?"). Then, they might ask you questions in return.
- **Chain questions without purpose,** risking a loss of spontaneity and authenticity in your exchange.



# 6.

## Ask for and receive feedback





**YOU ARE NOT YOUR IDEA,  
AND IF YOU IDENTIFY  
TOO CLOSELY WITH YOUR  
IDEAS, YOU WILL TAKE  
OFFENSE WHEN THEY ARE  
QUESTIONED.**

**Ed Catmull**, Co-founder of Pixar and former president of Walt Disney Animation Studios





## 💡 What's the idea?

Beyond a buzzword widely used on social media, **feedback** or information return is a powerful driver of engagement.

However, **both giving and receiving constructive and engaging feedback** is a distinct skill that must be developed methodically. Teammates, managers, colleagues from other teams, each situation will be different, and you will need to pull the right strings to adapt to the context and your interlocutors.

Furthermore, a good feedback exchange is an excellent opportunity to progress and improve collectively, thanks to the diversity of viewpoints that can be expressed. So do not let this chance to check in pass you by!

## ☆ Why does it matter?

According to a 2024 survey by Brother UK, 90% of surveyed employees believe that **regularly praising teams for work accomplished** is essential to their productivity, retention, and morale.



Source: Brother UK

The study also shows that employees feel more motivated and encouraged when they receive **consistent and well formulated feedback**. Hence the importance of learning to properly structure your feedback exchanges.

But why can we not help but feel a sensation of tension and apprehension before receiving feedback? Once again, the reason is to be found in our mental constructions.

## | The human brain hates being wrong.

Indeed, this places us in a position of imbalance and uncertainty that we must make an effort to overcome (in addition to admitting it, as we saw in chapter 3!). Before receiving feedback, our brain anticipates this situation, and therefore sends us an alert to prepare for it.

What should you remember? If you want to establish an effective feedback culture, ensure



first and foremost that all feedback, given or received, consists of **a positive approach aimed at moving things forward**.

Whether it is validating a project before delivery, proposing an alternative solution, or helping a colleague develop in their tasks, the rule is the same. Even in more delicate situations, such as resolving a conflict within the team, it is important not to take sides and to **evaluate the situation as a whole**, with the objective of finding a suitable solution.

As for the importance of feedback for your team's engagement, the concept is simple: **it is ultimately very flattering to be asked for feedback, an opinion**.

This feeling pushes us to broaden our horizons, makes us consider new out-of-the-box solutions, and thus strengthens our creativity. **It also strengthens team spirit** and the feeling of having a say in company decisions.

## **To go further: Pixar's Braintrust method**

It is undeniable that Pixar has set the bar very high in terms of creativity and excellence in the animation industry. All their films, whether for children or adults, have the fascinating ability to entertain us while subtly and ingeniously raising serious questions.

But how have they managed to stay at the top of their game throughout all these years?



Part of the answer may lie in **the particularly healthy feedback culture** that screenwriters and directors have established for themselves and their creative teams.

They launched an initiative called **Braintrust**, which is essentially a collective intelligence meeting. It involves bringing together a group of trusted internal experts from diverse backgrounds and **regularly soliciting their opinions and recommendations** on ongoing projects. All of this with the goal of helping them progress by improving them.



This initiative stemmed from the observation that anyone involved in a multi-factor project could:

- Get lost in complexity
- Lose motivation
- Feel stuck
- Be overwhelmed

Therefore, a way had to be found to **effectively keep the overall reflection moving forward** while taking these possibilities into account. The Braintrust then launched spontaneously, when directors gathered with the first self-formed group of "trusted colleagues" to get feedback on their latest script or ideas.

Thus, what was initially a one off initiative to validate a concept eventually became a key ingredient in the launch of new films and projects. Like for Pixar, the Braintrust method can help you **take a step back and greatly increase your collective effectiveness** through the power of feedback!





**DO**

- **Seek opinions from everyone whose honesty or skills you value** (colleagues, partners, managers, and so on). This isn't limited to a project or idea, but also extends to how your team functions. Of course, if the situation involves confidential information, turn to others who are privy to that confidence.
- **Consider all the feedback you receive from others.** Set aside time to analyze it and plan concrete actions to account for it.
- **Let others know if you've implemented something based on their feedback.** This is the best way to create a positive two-way climate.
- **Highlight both positive points and areas for improvement** when giving feedback.



**DON'T**

- **Share feedback that's just a string of negative (and subjective) remarks.** Try to balance and nuance your message as much as possible, always keeping in mind the ultimate goal of helping the person you're talking to.
- **Beat around the bush in a convoluted way.** Opt for frankness, without forgetting the positive.
- **Insist on having the last word.** A feedback exchange is an exchange of information, and at any moment, the person you're talking to might bring up an element or elements that challenge your approach. In that case, don't get defensive; instead, take the opportunity to ask them questions (see chapter 5).



# 7.

## Value learning and continuous training



# I AM STILL LEARNING.

**Micheangelo**, Italian painter, architect, poet, and sculptor (at 87 years old)



## 💡 What's the idea?

An Adecco report from 2023 indicates that 63% of employees want to focus on developing their skills at work. Increasingly, the promise of skill development is **a factor in attracting, and also retaining, talent**. Training, workshops, coaching, formats are multiplying to meet this growing need to engage through learning.



Have you ever felt like you were stagnating after several years in the same position without progressing? And as that feeling grew, did your daily motivation plummet?

This is partly where disengagement can come from. It's gratifying to know we've mastered a subject, but after years of doing the same actions in the same way, many of us will tend to question ourselves and want to go further. This desire to learn new things **intrinsically motivates and engages us**.

## ☆ Why does it matter?

Looking back, it's clear that **learning begins on the very first day of our lives**.

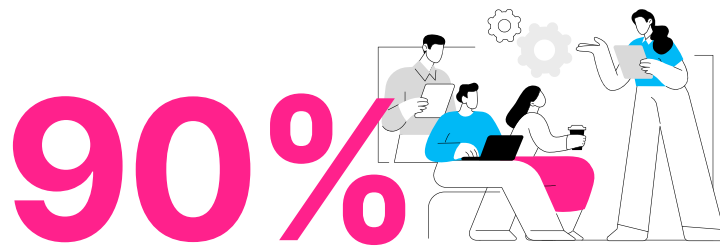
After tirelessly questioning our parents about every subject, the next stage comes: we go to school, we fail, we succeed, we learn.

Then come our first experiences in the professional world, and a whole new appreciation for learning begins.

**Learning helps us stay in tune with the evolving world and maintain confidence in our skills.**

It's also of paramount importance in a competitive environment, allowing us to stay vigilant and gain expertise in our tasks. 90% of active workers believe it's necessary to train throughout their professional lives to face the challenges of a constantly changing context.





Source: Rise Up

## 90% of workers believe that training is necessary throughout their professional lives

What if we decided to apply this within our organizations? What if we used all available technologies and tools to facilitate content sharing and on-the-job training?

For example, by giving your employees the time and resources to freely **lead a training session in their area of expertise**, accessible to all their colleagues who might be interested.

This can help broaden areas of expertise, foster on-the-job training, and highlight your employees' talents while providing them with recognition.

Furthermore, companies can ensure they provide learners with access to relevant content by allowing them to attend conferences related to their field or follow training paths to refine their skills.

Given that most companies face significant challenges in talent retention and skill improvement, this can make a real difference.

By also encouraging your employees to **design content themselves, and by offering them the right platforms** for sharing this knowledge and these skills, you ultimately achieve a triple result:

- **Engaged and satisfied employees** who will consider this when reflecting on job opportunities.
- **Up-to-date training** that leads to greater effectiveness in competitive markets.
- **Retention of expertise** in the event of a colleague's departure.







**DO**

- **Choose a dedicated platform to facilitate the production and centralization of learning content** generated by the teams themselves.
- **Encourage your teams to share their knowledge** and communicate the importance of this knowledge and its concrete impact on their daily work.
- **Vary learning formats.** Again, not everyone is comfortable with oral communication, and there are many pedagogical ways to teach as well as to learn. Whether it's through a quick quiz, a real time session, or a memo to review, give everyone the opportunity to make their voice heard.



**DON'T**

- **Tell yourself schedules are already too packed to add training.** When you realize the impact of learning on long term engagement and retention, it's clear it needs to be prioritized accordingly.
- **Prevent your teams from dedicating some of their work time to individual training.** Of course, this refers to training on topics related to their tasks, within limited slots based on their other priorities. Especially for highly seasonal professions, take advantage of less busy periods to maximize your training.
- **Only offer top down training.** Hands-on learning that emphasizes interactivity and participation is far more effective than a four hour lecture.



# 8.

## Be clear about roles and objectives





# TO FORGET ONE'S PURPOSE IS THE MOST COMMON FORM OF STUPIDITY.

**Friedrich Nietzsche**, German philosopher



## 💡 What's the idea?

From the scope of a position to the roles and responsibilities of project stakeholders, to engage collaborators, start **by clearly showing them what you expect from them!**

**This applies to all types of subjects**, whether within your own team or in collaboration with others.

Furthermore, do not hesitate to make this information and the resulting discussions visual and accessible at all times, in an appropriate exchange space. This way, a clear written record exists to help collaborators find their bearings in case of doubt or forgetfulness, and to ask you questions if they need further clarification.



Here again, such an approach simultaneously fosters **trust, transparency, and mutual aid** within the team, for ever strengthened engagement.

## ☆ Why does it matter?

Remember the last time you applied for a job before being hired. That job offer was probably your first glimpse into your work scope.

But once you were on the job, how different were things? Did you conform exactly to the list of tasks described? Or did those tasks evolve slightly to better align with your profile and skills?

Whatever your feeling, it is essential to be aware of our work scope and **how our actions contribute to the objectives of the project or organization.**

**Indeed, this gives us a purpose,  
but also a sense of legitimacy.**



If you want every interaction to be as engaging and participatory as possible, **you must specify what is expected of everyone**: in their work, but also in the context of a new project or a meeting. And this applies even more in the context of **cross-team projects**.

Having a clear vision of the extent of our role and our place is the basis for better participation, better engagement, and better involvement. You know why you are there, what you need to do, and how you are going to do it. So naturally, you will do it faster, with more mastery and confidence.





**DO**

- **When welcoming a new team member, emphasize the clarity of their onboarding process.** Ensure the new collaborator has all the information they need, both verbally and in writing, in a dedicated space so they can refer to it at any time.
- **Encourage regular one-on-one meetings with your team members and with your management** to realign on your role in projects and your scope of action.
- **Implement the RACI method in your team meetings or project points.** This method helps you create a clear framework for distributing everyone's roles and responsibilities, at the scale of a project as well as a specific task.



**DON'T**

- **Systematically refer to your job description.** It can happen (very often, even) that in practice, your daily tasks evolve according to team needs and your skills. If this is the case, do not hesitate to clarify your tasks with your manager.
- **Invite people to a workshop or meeting without clarifying its purpose and the role they will play.** The more everyone is aware of what they will contribute, the more efficiently the overall machine will run once in place, and the more satisfied the team will be to see that they collectively master the subject.
- **Neglect to re-clarify a scope of action during a job evolution.** Regularly, these evolutions happen more or less implicitly over time. In addition to the legal aspect, it is important to be sure that the proposed evolutions are explicitly recognized and accepted.



# 9.

## Make sharing your mantra





# SHARED KNOWLEDGE IS MULTIPLIED POWER.

**Robert Noyce**, American physicist and entrepreneur





## 💡 What's the idea?

If information is power, **let's share it!**

Within your team workspaces and exchange areas, create clear and defined zones (digital, physical, or hybrid) to ensure **seamless information flow throughout the organization**. The more fluid the circulation, the more effective and engaging decision-making and subsequent actions will be.

## ☆ Why does it matter?

In the current context, with teams spread across different work sites, sometimes even in different countries, many barriers can hinder fluid information sharing: language, but also the relationship to information, cultural perception differences, and so on.

However, regardless of the project, transparent communication is essential to ensure that every team member progresses with relevant and up to date information.

Possessing information has always been a manifestation of power and prestige. Being "in the loop" means receiving the message that our work is important enough for us to be aware of the information in question. And this is even more true when this information is confidential or has limited access.

### **Possessing information has always been a manifestation of power and prestige.**

Indeed, our brain feels privileged when it has access to something others do not possess. This gives us the impression of being unique and different.

But the risks associated with promoting a culture of secrecy or information retention in siloed teams can work against you, particularly when it comes to creating an ecosystem that allows the collective to thrive.

Almost 1 in 2 professionals spends **between 1 and 5 hours a day searching for specific information**, according to [a study by Pryon](#). Obviously, this represents a considerable loss of time and directly affects the productivity of these employees.



**At work, we spend between 1 and 5 hours per day looking for information**

Source: Pryon



A study has shown that inefficient information sharing is detrimental to productivity, monopolizing nearly **2.5 hours per day for executives, or about 30% of the workday**. This figure rises to 60% of the time for business leaders, representing a considerable cost for organizations.

Between professional information, personal topics, and random thoughts, a mountain of data crosses our brains every day. That's why the ability to communicate progress in real time is fundamental to the success of any business, so that all team members can also advance on the project in an engaged and effective manner.





**DO**

- **Become a facilitator to ensure information flows well.** Create dedicated exchange spaces adapted to all possibilities (individual exchanges, team exchanges, remote, hybrid mode, and so on). You can also set up an "open mic" slot so that anyone who wishes to share information with their colleagues can do so legitimately.
- **Don't leave room for doubt.** If your colleagues absolutely need to have information in mind to move forward, don't hesitate to ensure this is the case by asking them directly, rather than relying on rumors that they might have learned it from a third person.



**DON'T**

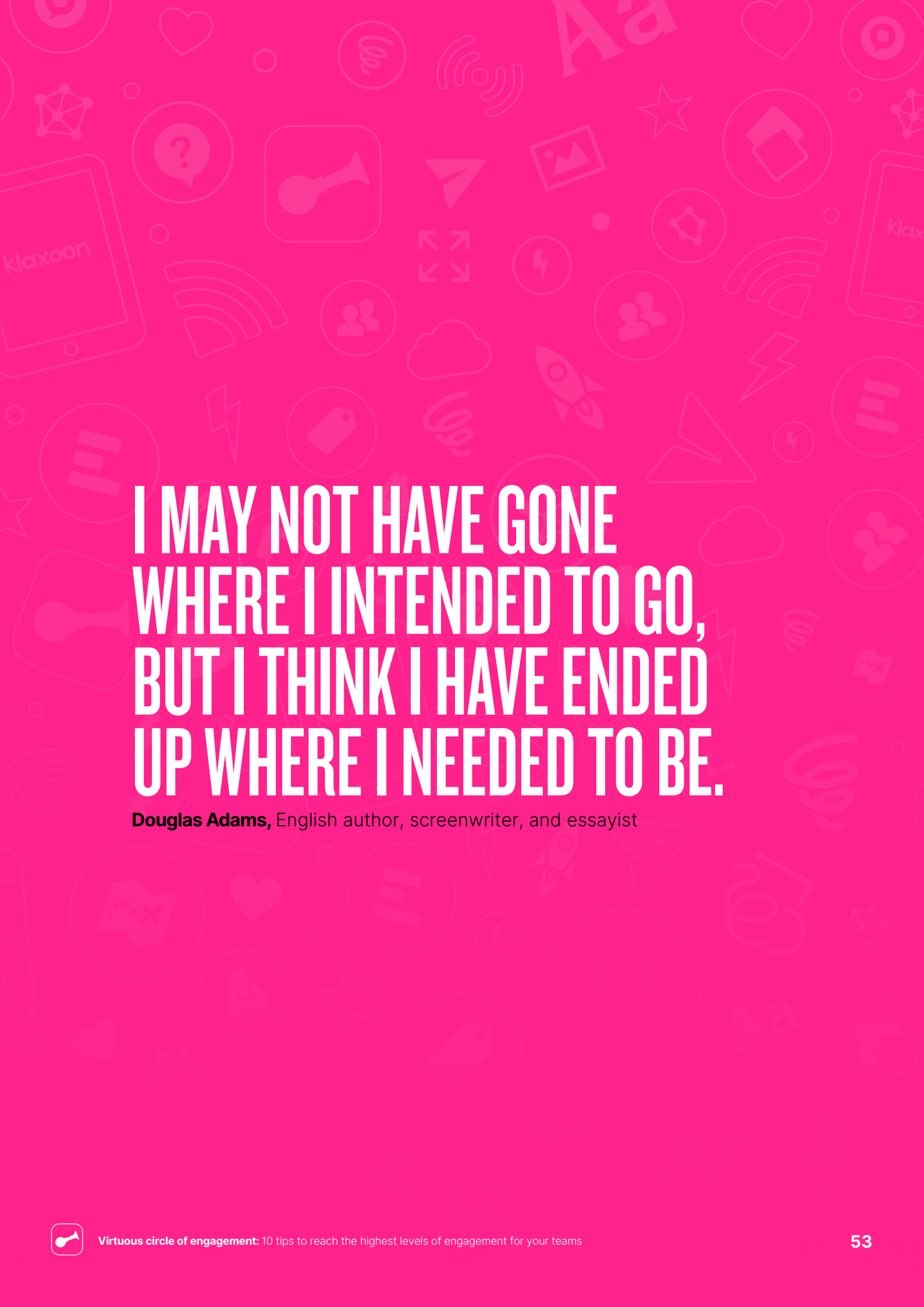
- **Think that information is power and therefore you should keep it to yourself.** Not only does this harm company efficiency, but it also harms team productivity and trust.
- **Share excessively.** Information sharing is an act that fosters engagement only if it makes sense in relation to a context, individuals, or a situation. You might be tempted to share absolutely all the information you receive, as soon as you receive it, with the goal of demonstrating sincerity and transparency. However, this can sometimes have the opposite effect, generating uncontrolled reactions and causing concern if there are questions you don't yet have answers to. Again, it's all about balance.



# 10.

## Establish effective team rituals





I MAY NOT HAVE GONE  
WHERE I INTENDED TO GO,  
BUT I THINK I HAVE ENDED  
UP WHERE I NEEDED TO BE.

**Douglas Adams**, English author, screenwriter, and essayist



## What's the idea?

For your engagement to last over time, we saw in chapter 1 that work routines are essential. While hybrid and asynchronous work can boost engagement through the autonomy and flexibility it offers your employees, **effective team rituals** also constitute a powerful driver of engagement due to their ability to **bring the collective together and unite it over the long term**.

These can be daily, weekly, monthly, quarterly rituals, and so on. There's no ideal recipe; each team has a rhythm that suits it better depending on its structure and the personalities that compose it.

Furthermore, establishing a rhythm helps foster good communication habits and even **lighten teams' daily mental load**. Since employees know that a dedicated time is set at regular intervals for exchanges and questions, they won't need to add the extra task of organizing a new meeting every time.

### **Creating a routine can reduce the daily mental workload for teams.**

## Why does it matter?

Implementing rituals within teams not only creates a strong sense of cohesion but also **provides a clear vision** of what's happening within the organization.

**Offering an organized and structured common workspace** allows for more effective collaboration among all team members, which translates into stronger employee engagement, enhanced creativity, and real time access to all information.

**Establishing an organization-wide ritual** can also be an ideal time to share company news, thus providing an overview of future challenges and objectives. These common times are an opportunity to align on a shared vision to strengthen bonds among all teams, whether they have the chance to collaborate daily or not.

These collective rituals can be implemented in any organization, regardless of its size, culture, and sector of activity, and promote collective alignment to move in the same direction.

Making these rituals participatory will only strengthen employee adoption and engagement. **Quizzes, surveys, and interactive online whiteboard sessions** are all excellent ways to encourage this participation, offering everyone a space to speak, share feedback, and express themselves.





**DO**

- **Share the vision at all levels**, whether it's a manager with their teams, a colleague within a project, or a CEO with the company.
- **Solicit as much feedback as possible and take it into account.** A strategy based on the collective intelligence of all employees will be adopted much faster and deployed more effectively.
- **Implement a ritual format adapted to the ongoing project:** weekly for a team, daily for a commando project, monthly for a company, and so on.
- **And why not introduce a slightly different ritual?** What if, once a month, one of your employees took 15 minutes to share a passion? Or a small icebreaker at the start of a weekly meeting?



**DON'T**

- **Invite too many people to a short team ritual.** If necessary, set up new rituals for your launched projects, but ensure they remain targeted and that each participant plays a decisive role.
- **Collect feedback during your team rituals without putting it into practice.** If your team consistently sees this happen, they will no longer be as eager to fully commit to your team ritual.
- **Neglect the importance of establishing a routine.** Moreover, it doesn't necessarily have to be real time meetings or video conferences; it's up to you to find the balance that suits your team.



# How to gauge the effectiveness of your methods

## Ask your employees

It can sometimes be challenging to measure the true impact of engagement policies. But one of the most reliable measurement methods remains simply to ask!

**Consider a quick survey** to efficiently gather maximum feedback from your teams. The responses will give you great insight into what's working and what needs refining.

## Assess engagement levels

Another way to check if your **engagement-boosting methods** are effective is to measure changes in engagement levels. Collaborative tools, like Klaxoon, let you track real time participation in your interactive activities: online whiteboards, quizzes, surveys, gamified journeys, and so on.

This helps you quickly identify the most engaging formats and tools, and which ones can be improved to maximize your performance.

## Cultivate continuous improvement

As you now understand, continuous improvement is crucial for building a virtuous cycle of engagement. **The Japanese Kaizen method**, renowned for helping companies and teams develop continuous improvement, is built on these principles:

- **Prioritize the customer** above all else.
- **Center operations around people and communication.**
- **Anticipate problems** and address them as a team.
- **Minimize wasted time** and effort.
- **Promote a step-by-step approach.**

Engagement is vital for greater work efficiency and a healthier, stronger culture within your organization.

We're living in an era where **finding meaning in one's work** is sometimes far more important than compensation for daily fulfillment. Individuals want to be heard, valued, and included in the decisions that shape their organization.

It's our responsibility to ensure your team members have access to **the tools and environment that foster this highly sought-after engagement.**

We spend decades of our best years working. What if we made them truly matter?







**The time has come to take  
your team and your organization  
to the next level!**

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With a unique range of 9 visual collaboration tools, Klaxoon empowers people to drive engagement in and beyond meetings, boost productivity and shape an innovative workspace.

[Learn more](#)



## Bolster engagement in the full meeting lifecycle

Empower individuals to accomplish more with others and drive sustained engagement levels by facilitating a culture of active participation in and beyond meetings.



**We achieve 100% of engagement**

Vincent Gonzalez, Performance leader - Safran Landing Systems



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Foster collaboration internally and externally with your business partners while accelerating decisions, processes, projects, delivery and time-to-market.



**We save up to 40% meeting time**

Marc Gigon, Global Digital Advisor - Microsoft



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Equip your workforce with the tools to innovate and meet their business challenges on a daily basis, regardless of location, while rationalizing the application portfolio.



**Klaxoon enables collective intelligence and collaborative decision making**

Peter Quiguer, Digital Experience Director - Lesaffre International

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