Discover the 10 Hidden Drivers of Employee Retention and Engagement:

Results of a National Study on 16 Critical Employee Outcomes

PIXEL

LEADERSHIP GROUP

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TEAMS AS A COMPETITIVE ADVANTAGE

Businesses are built by individuals but **thrive with strong teams**. The ability of organizations to meet their objectives, innovate, and flourish depends on the multiplying effect made possible only by teams driven by common values and purpose.

> *The organizations that fully tap into the potential and maximize the impact of their teams will sharpen their competitive edge and see exponential increases in their performance and profits.*

As organizations seek to compete in the current global landscape by working smarter, faster, and with more agility, the key to their success are **exceptional teams** – that is, teams that **inspire** their members and foster **innovation** (we call them *"TEAM10+"* teams). These exceptional teams balance people and processes, put service first, and prioritize continuously learning and improving to strive for excellence. **The organizations that fully tap into the potential and maximize the impact of their teams** will sharpen their competitive edge and see exponential increases in performance and profits.

ORGANIZATIONAL OUTCOMES OF SUCCESSFUL TEAMS

All organizations struggle with similar workforce challenges. In an ideal world, a single solution would allow companies to increase workforce productivity, engagement, and innovation while reducing unnecessary leave and employee turnover. According to a 2018 study by the Workforce Institute, **turnover costs a company approximately 33% of the employee's base pay**, an amount that is projected to reach $680 billion in 2020.[1] Some analysts have suggested this number minimizes the actual cost. That is, in addition to the cost of recruiting and onboarding a replacement for the position, there is (1) the cost of the lost productivity in that area until the new employee is up to speed, (2) the negative cultural impact and lost engagement of co-workers who are negatively impacted by the turnover, and (3) the increased errors that may result from new hire inexperience.[2]

"Softer" employee metrics like satisfaction, engagement, and productivity also have been shown to directly impact a company's bottom line. The 2014 Gallup State of the American Workplace report found that **about 70% of American workers are disengaged from their jobs** leading to lower productivity, profitability, customer ratings, turnover, absenteeism and safety incidents. In particular, the ratio of engaged to disengaged employees appears to matter greatly. A ratio of 9.3 engaged to disengaged employees resulted in an earnings per share 147% higher than competing peer companies, whereas a ratio of 2.6 engaged to disengaged employees experienced a 2% lower earnings per share.[3] A Glassdoor analysis confirmed that companies defined by high employee satisfaction and characterized as "great places to work" outperform their peers in stock market returns, whereas the opposite is true for companies with a negative company culture.[4]

[1]Work Institute (2018). *2018 Retention Report: Truth & Trends in Turnover* [White paper]. https://cdn2.hubspot.net/hubfs/478187/2018%20Retention%20Report/Work%20Institute%202018%20Retention%20Report%2004 3018-%20Final.pdf

[2] Bersin, (August 16, 2013). *Employee Retention Now a Big Issue: Why the Tide Has Turned.* LinkedIn. https://www.linkedin.com/pulse/20130816200159-131079-employee-retention-now-a-big-issue-why-the-tide-has-turned

[3] Gallup (2013). *The State of the American Workforce: Employee Engagement Insights for U.S. Business Leaders.* [White paper]. http://www.gallup.com/services/176708/state-american-workplace.aspx
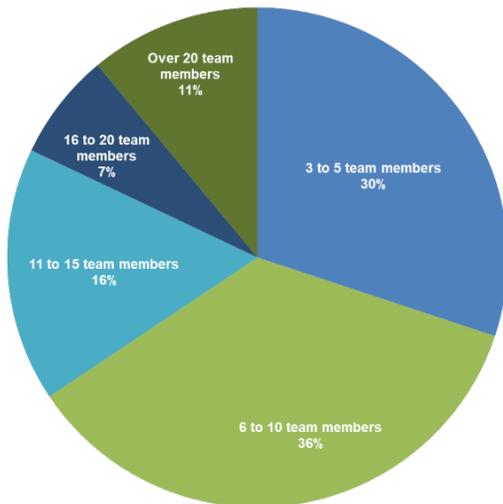
[4] Chamberlain, A. (March 11, 2015). *Do Satisfied Employee Impact Stock Performance?* Glassdoor.com. https://www.glassdoor.com/blog/company-culture-pay/

Our contention is that employee disengagement and low job satisfaction is a symptom of a dysfunctional system within an employee's everyday work ecosystem, specifically, their team. An employee's daily interaction with team members, their ability to perform up to their potential, their investment in team goals and vision, and the opportunity to be recognized for their strengths and successes is the continual and consistent factor that impacts an employee's overall outlook. Employees working on TEAM10+ teams defined by high scores on *Pixel's 10 Team Success Drivers*, are engaged, and satisfied with their jobs. Conversely, employees marred by the daily distress and dysfunction of a poorly functioning team are looking to work elsewhere. Our research supports this hypothesis.
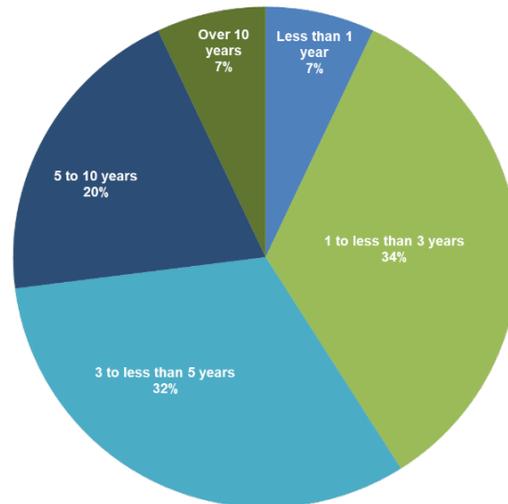
VIRTUALLY ALL EMPLOYEES BELONG TO A TEAM

Pixel Laboratories'[5] research indicates that *virtually all employees (98%) belong to a team*, which suggests that most employees are impacted by team dynamics. On average, employees working on a team (defined for our purposes of a group with at least 3 members) work with a median total of 8 team members. About 7% of teams have 30 or more members. A cross section of the team environment indicates team members have been on their teams for a typical length of 5 years.

Figure 1:
Percent of Teams by Size

- Over 20 team members 11%
- 16 to 20 team members 7%
- 11 to 15 team members 16%
- 3 to 5 team members 30%
- 6 to 10 team members 36%

Figure 2:
Percent of Teams by Length of Time on the Team

- Over 10 years 7%
- Less than 1 year 7%
- 5 to 10 years 20%
- 1 to less than 3 years 34%
- 3 to less than 5 years 32%

[5]Research is regularly conducted on both domestic and international populations through our Pixel Laboratories initiative under the supervision of Adam B. Troy, Ph.D., Vice President of Research and Analytics at Pixel Leadership Group. The findings presented here are based on a sample of over 500 individuals on teams within organizations across 23 industries. For additional information on the study sample please contact the Drs. Adam B. Troy or Jamie Lewis Smith.

THE 10 SUCCESS DRIVERS OF EXCEPTIONAL TEAMS

Building and leveraging the power of exceptional, high functioning teams depends on successfully navigating two complementary areas within this dynamic system: **PEOPLE** and **PROCESSES**.

TEAMS ARE COMPLEX SYSTEMS

Teams are made up of people, and the more people on a team, the more complex the system becomes. In a typical team of 8 people, there are *255 different contextual social groupings*. For example, each team member can work alone (8 different contexts), or all 8 individuals can simultaneously work together (1 context). Different groups of two people can also collaborate (28 different combinations), as well as groups of 3, 4, 5, 6 and 7. Each grouping comes with *both opportunities and risks* to the integrity of the team. Should any one context result in a dysfunctional relationship, the ripple effect of that distress can spread quickly through a team.

TEAM10+ TEAMS ARE RESILIENT

TEAM10+ teams are agile learning systems, resilient when faced with the problems inherent in the complex relationship dynamics that form a team. This is because TEAM10+ teams have mastered the *10 Drivers of Success* common to exceptional teams, 5 of which fall on the **PEOPLE** side of teams, and 5 of which fall on the **PROCESS** side of teams as seen in Pixel's TEAM10+ MODEL below.

PIXEL'S TEAM10+ MODEL

The 10 Success Drivers maximize the potential of teams and support their achievement of exceptional results.

5 PEOPLE SUCCESS DRIVERS

TEAM10+ teams have optimized the relationships among team members to create a cohesive, supportive culture. Our research suggests that teams that do this successfully have mastered the five common characteristics as described below.

1

TEAM MEMBERS BEHAVE WITH **CIVILITY** AND CONSIDERATION.
Exceptional teams are built on a foundation of civility. Team members consistently behave in a respectful manner toward each other. They understand that they are able to disagree, possess differing opinions or work styles, or even dislike someone, and yet still prioritize behavior that is courteous and polite in all their interactions. There is an environment of professionalism and consideration that guides all behaviors so that no one feels that they have been treated poorly. People's feelings, belongings, and physical space are treated with care and respect.

2

DIVERSITY AMONG TEAM MEMBERS IS VALUED AND ENCOURAGED.
For teams to move forward and evolve, diversity needs to be perceived as an asset, not a liability. Conformity and the desire for conformity is not only the antithesis of creativity and innovation, but can result in team members feeling silenced, ignored, or disrespected as a result of their different ideas, personalities, and backgrounds. The appreciation and celebration of differences needs to be reinforced by the utilization of the unique strengths of all individuals on a team. Team members feel as though they can be their authentic selves with their team.

3

TEAM ENVIRONMENTS ARE **PSYCHOLOGICALLY SAFE** PLACES.
Team members cannot be fully engaged unless they feel comfortable sharing their ideas, speaking up when they disagree, and bringing attention to errors without fear of criticism or retribution. As such, exceptional teams value psychological safety as part of their culture. Individuals feel safe taking risks, experimenting, and bringing their concerns to the forefront. There is a sense of trust among team members and permission to be vulnerable, admit mistakes, and be creative. Team members provide feedback in a supportive manner and, because of the sense of community and trust among team members, constructive criticism is valued by those on the receiving end.

4

TEAM MEMBERS ENGAGE IN **PRODUCTIVE CONFLICT**.
Conflict is inevitable, but its effects can be beneficial or corrosive to the goals of the team depending on how team members engage with one another. Exceptional teams work appreciate the value in opposing views and work through disagreements to reach an effective resolution. The team members seek to understand others' perspectives and solve disagreements without resentment or hostility that may negatively impact the core relationships on the team. These teams arrive at better solutions through stronger relationships.

5

SUCCESSFUL TEAMS ARE **SERVICE DRIVEN**.
Members of exceptional teams put service to others ahead of their individual needs. They prioritize supporting others – their teammates, customers, and the community – over their own goals. A service-driven team is characterized by a high degree of cooperation, collaboration, and selflessness because the "we" is stronger than the "I". There is a strong spirit of helpfulness with team members "having each other's backs" and always willing to lend a hand. There is a desire to contribute knowledge and assistance to both the team overall and the team members individually because of an intrinsic and altruistic desire to build something greater than oneself. Team members are connected by this desire to aid others, increasing their connection to each other and commitment to the team.

5 PROCESS SUCCESS DRIVERS

Optimizing the relationships among team members is only part of the equation to creating TEAM10+ teams. The second part involves orienting the team toward achieving outcomes in an efficient and effective manner. Our research shows that teams that do this successfully possess the five common characteristics outlined below.

1 THE TEAM SHARES **VALUES AND A COMPELLING VISION**.

Perhaps one of the most important characteristics of a successful team is the alignment around a set of values and compelling vision. There is no substitute for passion and purpose to generate innovative solutions and persist in the face of obstacles. Clear values inform team members how to behave and what is important on this team. A shared vision helps each team member to see their role in contributing to the team's success and allows them to clearly express how their work is tied to achieving that vision. Clear, shared vision and values allow the team to see the big picture, understand the "why" behind their work, and coordinates their daily tasks with shared goals.

2 SHARED AND AGREED UPON **METHODS AND PROCESSES** ARE IN PLACE.

Creating a set of clear standards and processes to coordinate and streamline the group's work is a basic founding principle to facilitate communication, increase efficiencies, and minimize errors in any work output. Clear methods and processes reduce redundancies, confusion, and misunderstandings that can lead to mistakes and intra-team conflict. A successful team goes beyond simply instituting standard operating procedures by ensuring the methods and processes that guide a team's work have been jointly developed and agreed upon by team members. As such, everyone on the team is intrinsically motivated to follow these processes closely and take ownership of the methods by which their work is completed.

3 TEAM MEMBERS' ROLES ARE **CLEARLY DEFINED, YET INTERDEPENDENT**.

For a team to work effectively each member must have a clear understanding of their roles and responsibilities and how their work contributes to the collective team objectives. Similarly, each team member must understand the roles and responsibilities of others on the team. Clearly defining roles and members' scope of work helps to create a sense of ownership while reducing "turf wars." The presence of clearly defined roles does not imply the creation of silos but ensures that each member understands what they are uniquely responsible for while seeing how their teammates are dependent on them to achieve the team's shared goals. Clarity creates comfort and encourages individuals to freely share information and assist with projects outside of their responsibilities, if necessary, to benefit the team as a whole.

4 TEAM MEMBERS **FOCUS ON RESULTS**.

Team members objectively evaluate their progress toward goals and adjust accordingly. Measurement, feedback, and mutual accountability are three common strategies used by team members to make sure individuals consistently follow-through on commitments, make progress towards their goals, and deliver quality results on time. A culture of recognition for wins has been established so team members feel motivated to hit their targets. Team members celebrate their peers' wins and hold each other accountable without feelings of resentment or hostile competition.

5 SUCCESSFUL TEAMS **STRIVE FOR EXCELLENCE**.

Strong teams have a culture of continuous improvement, experimentation, innovation, and seeking out new challenges to grow. The mindset among team members is characterized by a desire to continuously learn and evolve. A core value that drives this growth is the pursuit of excellence. Successful teams want to produce excellent work for themselves and for the organization. Inherent in this mindset is the recognition that feedback, mistakes, and overcoming obstacles are invited as opportunities to learn and try new things rather than to be avoided. The team continues to take on increasingly challenging goals to stretch and push itself. Creativity and innovation are encouraged as ways to meet and exceed the team's goals.

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3018%20-%20Final.pdf

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THE IMPACT OF THE 10 TEAM SUCCESS DRIVERS

Pixel Laboratories recruited a national sample of 535 employed individuals working on teams across 23 industries. Team functioning was measured using the **PIXEL TEAM10 BRIEF SCREENER**, which assesses how closely a team aligns with Pixel Leadership Group's 10 Success Drivers of TEAM10+ teams (as seen in the graphic below and on page 6).

SERVICE DRIVEN	STRIVE FOR EXCELLENCE
PRODUCTIVE CONFLICT	FOCUS ON RESULTS
PSYCHOLOGICAL SAFETY	ROLE CLARITY & INTERDEPENDENCE
LEVERAGE DIVERSITY	METHODS & PROCESSES
EMBRACE CIVILTY	VISION & VALUES

PEOPLE + PROCESS

THE 10 SUCCESS DRIVERS IMPROVE 16 OCCUPATIONAL OUTCOMES

The study revealed that *high scores [10] on the 10 Team Success Drivers are statistically significantly related to 16 different*

PIXEL TEAM10 IMPACT
BY THE NUMBERS

The difference between teams with high vs low Pixel Team10 scores:

51% > Job Satisfaction

46% > Engagement

30% > Discretionary Effort

32% > Motivation

40% > Flow

30% > Innovation

23% > Productivity

33% > Psych. Safety

23% > Client Safety

33% > Physical Safety

48% > Commitment

42% > Identification

27% < Attrition (12 Mos)

17% < Attrition (Anytime)

12% < Unnec. Sick Leave

[10] Teams classified as "high Pixel TEAM10" or "high team functioning" scored at the median level or above on the TEAM10 BREIF SCREENER, whereas teams categorized as "low Pixel TEAM10" or "low team functioning" scored below the median.

occupational outcomes, such as employee satisfaction, motivation, and intent to leave with the organization. The presented percentages indicate the top 2 box proportion of employees who self-identified as high on a given trait. For example, presented in Figure 3, *69% of individuals on highly functioning teams were highly satisfied with their job* versus 18% of team members on low functioning teams.

**Figure 3: Impact of Pixel's 10 Success Drivers on
Employee Satisfaction and Engagement**
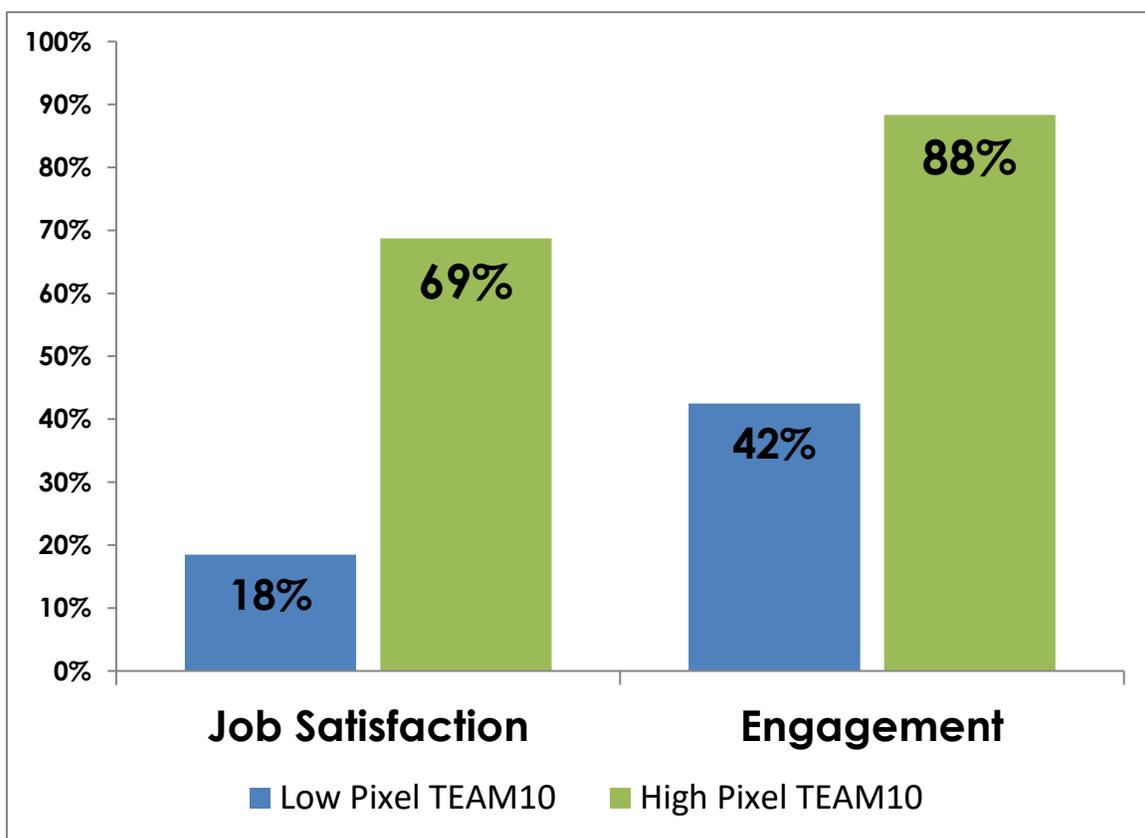
*Individuals on teams with high Pixel TEAM10 scores were over **3.8 times** more likely to be highly satisfied with their job.*

Similar results were found for employee engagement. *Employees who are on high functioning teams are 46% more highly engaged than those on low functioning team*.

Teams who score above the median on the 10 Success Drivers are also significantly more likely to experience a *high level of Discretionary Effort (30% more), Motivation (32% more) and Flow (the ability to deeply focus on one's work; 40% more)*, as seen in Figure 4.

Figure 4:
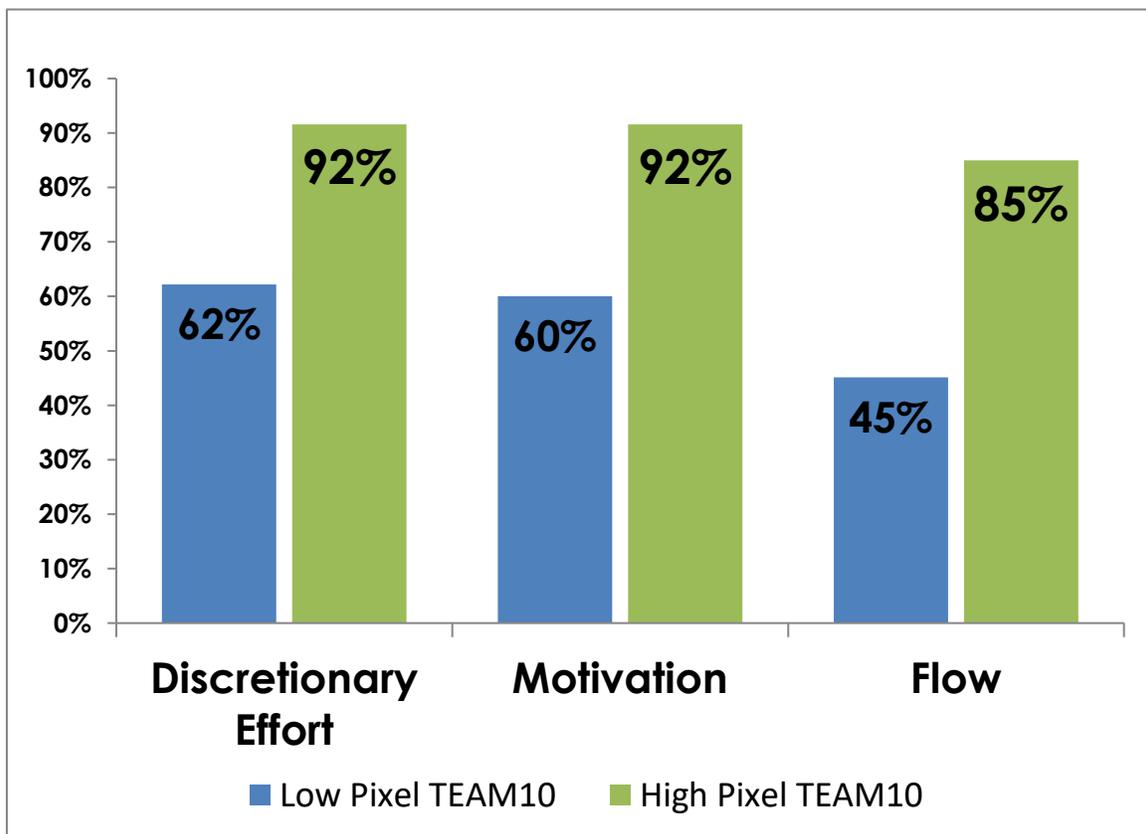**Impact of Pixel's 10 Success Drivers on Discretionary Effort, Motivation, and Flow**

Figure 5 presents the connection between the 10 Team Success Drivers and *Innovation (24% higher) and Productivity (24% higher)*. While this study did not investigate causal relationships among the factors, other studies have connected higher employee satisfaction, engagement, and motivation, which are highly correlated with Pixel's 10 Team Success Drivers, with increased innovation and productivity. Future studies will examine the potential pathways that explain these relationships.

**Figure 5: Impact of Pixel's 10 Success Drivers on Innovation and Productivity**
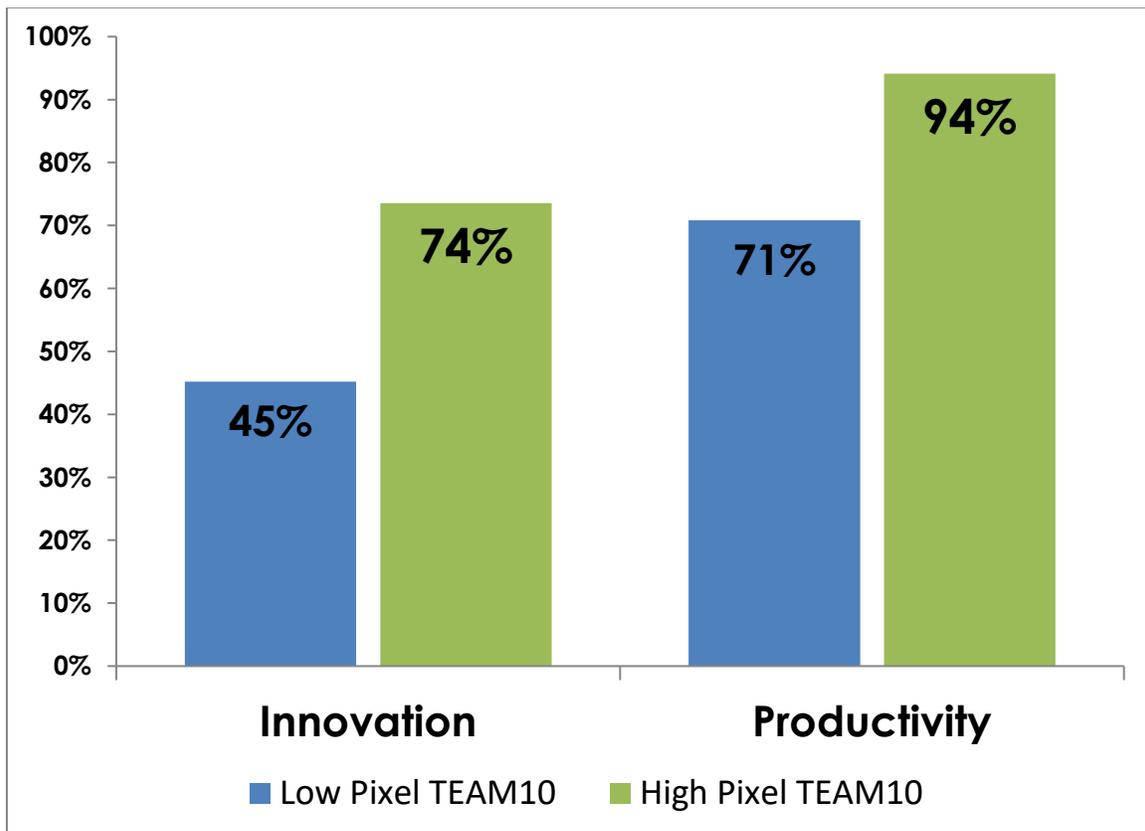
Team functioning not only impacts the level of psychological safety (see Figure 6) felt by team members (higher team functioning is associated with *33% higher psychological safety*), but also *significantly better safety practices* of the team and organization on its customers or clients (23% more) and for the employees (21% more).

Figure 6: Impact of Pixel's 10 Success Drivers on Safety Factors

As seen in Figure 7, employees who are a part of a team that possesses high scores on the 10 Success Drivers are also more likely to endorse being _**2.5 times**_ **_more committed to the organization_** (81% for high Pixel TEAM10 vs. 33% for low Pixel TEAM10) and _**more than twice**_ **_as likely to identify with the organization_** (87% for high Pixel TEAM10 vs. 42% for low Pixel TEAM10). When employees feel commitment and identify with being a part of a team or organization, not only do they offer more discretionary effort and feel more engaged, but they are also far less likely to leave the organization. Our study supports that the 10 Success Drivers are also associated with a lower likelihood of turnover, as discussed below.

**Figure 7: Impact of Pixel's 10 Success Drivers
on Employee Commitment and Identification with the Company**
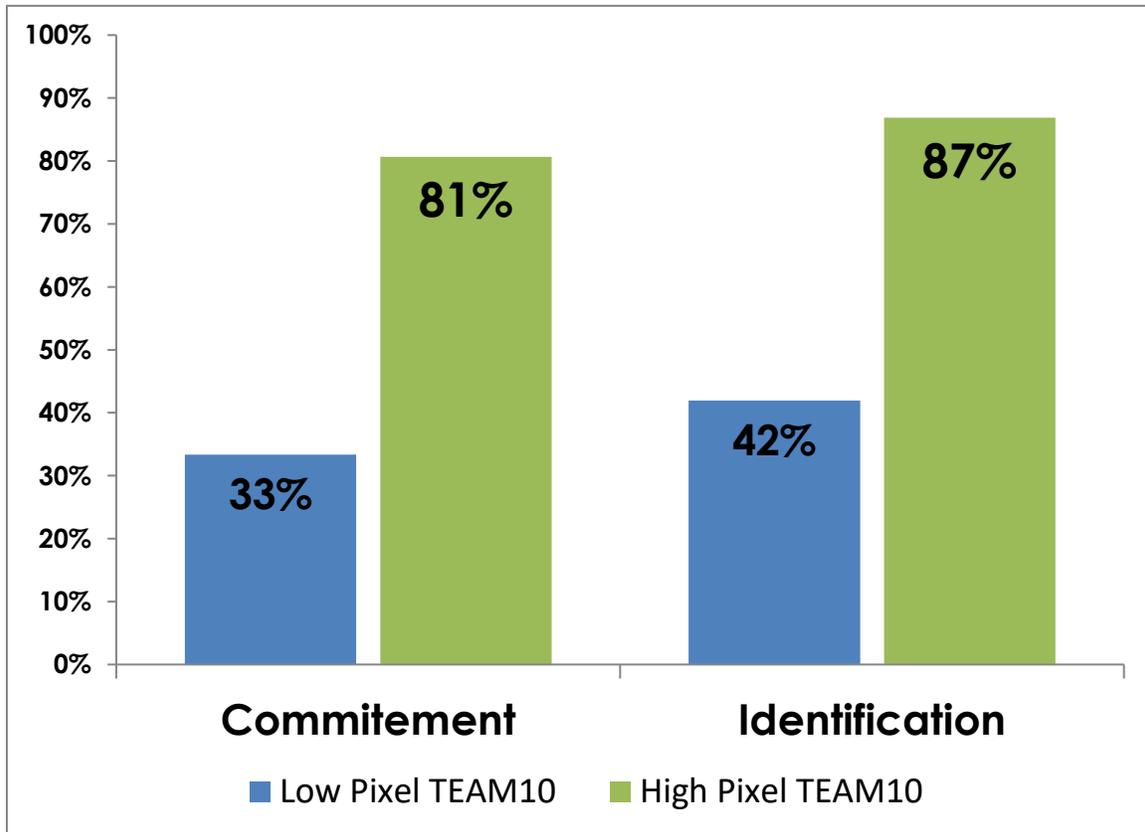
Intent to leave and unnecessary leave metrics, as presented in Figure 8, were calculated slightly differently. The 12-month intent to leave metric indicates the percent of team members reporting that they are likely to leave the organization for another position within one year (*individuals on low functioning teams expressed the intent to leave 27% more than high functioning*). The anytime intent to leave metric presents the percentage of individuals that are highly likely to leave if an opportunity at another organization with similar pay and benefits becomes available (*46% of low functioning team members endorsed they would be likely to leave under these conditions as opposed to 29% of the high functioning team members*).

Unnecessary leave indicates the percent of individuals who have taken one or more sick days when they were not really sick. *Individuals from teams with high Pixel TEAM10 scores were less likely to report taking an illegitimate sick day (22% vs 30%).*

**Figure 8: Impact of Pixel's 10 Success Drivers
on Intent to Leave and Unnecessary Sick Leave**
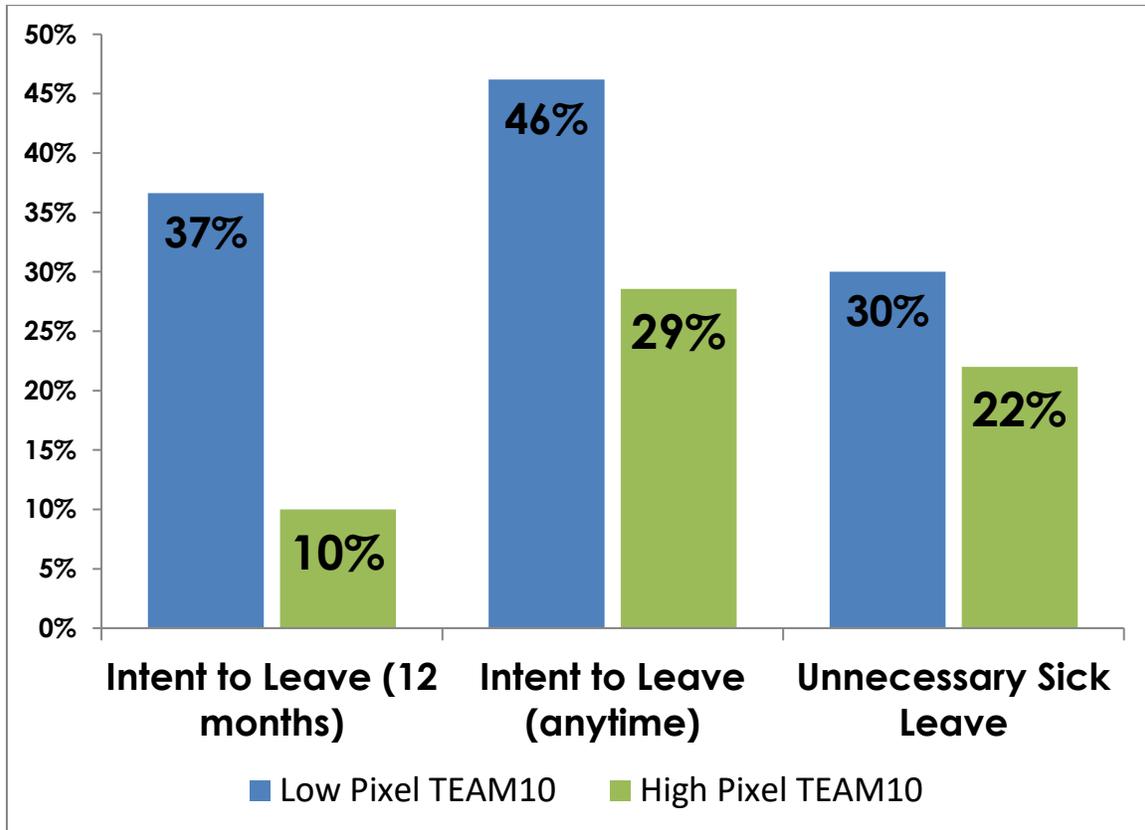
Team members on teams with low Pixel TEAM10 scores were over 3 times more likely to be planning to leave the organization within 12 months.

MOVING FROM RESULTS TO ACTION

TEAM10+ SUCCESS DRIVERS ARE CRUCIAL FOR AGILITY

As organizations seek for ways to adapt to rapid technological advancements, increasingly complex work, and unyielding globalization, they know they must evolve and increase their agility. To that end, becoming flatter and relying more on dispersed, autonomous teams to reduce waste, continuously improve and innovate, and achieve extraordinary results. Now more than ever organizations recognize the importance of amplifying the effect of teams and mitigating the damage dysfunctional teams can have on organizational performance. In a strong team, the whole is greater than the sum of its parts, whereas in a poorly functioning team, the dysfunctional whole depletes the power of the individual to contribute to a successful team and to contribute individually to the organization. Organizations need agile teams that can use their collective power in a knowledge economy to recognize opportunities and create innovative solutions.

As shown in this analysis, the reliance on teams also comes at a cost, the need to manage and maintain a system of individuals that create a complex group dynamic. Each individual brings to the team their own strengths, weaknesses, culture, and background to an environment that needs to be ready to accept and capitalize on this diversity.

TARGETED DEVELOPMENT TO IMPROVE THE 10 SUCCESS DRIVERS

Unlike measures of job satisfaction, employee engagement, and productivity which merely evaluate the symptoms of the problems facing an organization, the PIXEL TEAM10+ ASSESSMENT measures core components of team functioning that can be the root cause of poor occupational outcomes across the board. The comprehensive PIXEL TEAM10+ ASSESSMENT provides insights into characteristics of teams that focus on the people and the processes that contribute to individual, team, and organizational

success. In a full evaluation, team members can receive a robust diagnostic profile of the key areas of team functioning that have been indicated in both Pixel and third-party research as predictive of team success and improved outcomes for the organization. Team leaders receive key insights describing how their perceptions align with their team and can receive feedback on how they can be more effective supporting the team on Pixel's 10 Team Success Drivers.

Evaluations are only the first step to preparing a team for success. Targeted team interventions and team coaching programs are most effective when designed and implemented around the unique profile of each team, targeting their specific strengths and weaknesses. The PIXEL TEAM10+ ASSESSMENT allows team development work to be tailored to the unique needs of each individual team

TAP INTO THE POTENTIAL OF TEAMS WITH TARGETED INSIGHTS

The success of an organization depends greatly on the success of the teams within it. The performance of individuals and their loyalty to the organization are strongly impacted by the teams they are part of and how they function. Pixel Leadership Group has identified 10 Team Success Drivers of highly functional teams which strongly predict job satisfaction and other occupational and employee outcomes. By focusing on team dynamics and developing targeted interventions to improve team functioning, organizations can improve their ability to retain employees and enhance the levels of engagement, innovation, and overall productivity of their employees.

ABOUT THE AUTHORS

JAMIE LEWIS SMITH, PHD is an accomplished international author and speaker with over 15 years of experience guiding individuals, leaders, and organizations through change. She uses her background as a Clinical Psychologist to apply behavioral science to business and leadership practices. She specializes in organizational and leadership assessments, workplace culture change, and leadership development. Jamie is the President of *Pixel Leadership Group* and has advised leaders and organizations across government, non-profit, and private agencies, including for a number of Fortune 100 organizations.

ADAM B. TROY, PHD is a social scientist and statistician specializing in survey and assessment methods as well as applied and predictive data analysis. All organizations produce and need to understand their data, both "Big" and small, and for over 15 years Adam has led the development and execution of projects to capture and interpret this data. Adam is the VP, Research and Analytics for Pixel Leadership Group, and has served as senior research associate at a leading consumer research organization executing one of the largest surveys in the country.

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ABOUT PIXEL LEADERSHIP GROUP, LLC

Pixel Leadership Group, LLC helps organizations to tap into and harness the power of their people leaders as the most important drivers of organizational culture and employee outcomes. As a team of organization development psychologists, leadership experts, and data scientists, we bridge the gap between science and service. We use a systemic and empirically driven approach to advise organizations on how to best achieve their goals through standardized and custom assessments, applied analytics, culture change facilitation, talent development solutions for leaders, teams, and organizations.

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