ten space

Playbook 2025

Putting HR at the heart of business strategy

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Playbook
Contents

1. Mindset

Why engagement matters

A positive workplace culture is not just a desirable goal; it profoundly impacts the financial health of your business.

Companies with engaged employees outperform the stock market.

Highly engaged workforces demonstrate a 21% boost in profitability and a 17% increase in productivity.

Whilst employee engagement may not always be recognised as a commercial priority, the evidence strongly argues it should be.

Only 20% of employees identify as engaged – a figure showing a concerning downward trend.

"A focus on employee engagement should be at the heart of every business

- Alec Middleton | COO | Ten Space

Elevating the focus on engagement is not only a means of enhancing workplace satisfaction, but a strategic imperative for sustained business success.

Impacts of poor engagement

- ◯ Recruitment costs (£30k av.)
- ◯ Absence (£100bn. UK)
- ◯ Lost revenue
- ◯ Reputational damage
- ◯ Shareholder value
- ◯ Customer service

1. Mindset

Financial impact of disengagement

Disengagement has a huge financial impact. Here's a quick example:

Our employee 'Stevie' is disengaged.
Their salary is £30k p/a

Disengagement period
3 months operating at 80% capacity: **£1,500 salary** 'wasted'

Job Search Period
1 month: **£500 salary** cost 'wasted'

Notice Period
70% capacity: **£1,200 expense** due to underperformance

Replacement Costs
Hiring managers: **£2,000**
Recruitment fee: **£4,500**
Temp cover: **£4,000**

New Hire Onboarding
New hire operates at 50% capacity in month 1
Leadership training time: **£2,000** 'wasted' effort

Total financial impact: £15,700

This is the business case for retention through engagement, not replacement.

1. Mindset

Data &
engagement

Predict & Prevent

Engagement data can accelerate HR functions towards proactivity and prevention.

By shifting the perspective from 'retrospective analysis' to 'predictive analysis', engagement data becomes a valuable tool for identifying potential areas of revenue loss.

The key lies in recognising the connections between engagement (the input) and outcomes such as retention, absence, performance, and profitability.

This predictive approach enables early intervention to mitigate risk and reduce cost.

Every HR leader has been in this meeting.. the one where HR is last on the agenda and gets a token 5 minutes to discuss people topics.

Data can help HR teams redefine as a proactive 'revenue protection' team. High quality data is crucial for this conversation – focusing on data that safeguards and enhances revenue.

Aligning HR strategy with revenue protection is transitioning HR from a reactive conversation to a commercially-driven agenda.

Reactive HR data

Engagement as an outcome

Engagement
Absence
Retention
Performance

> "Using data helps you predict and prevent retention issues"
>
> – Dan Leyden | CTO | Ten Space

Proactive HR data

Engagement as predictions

Engagement — Trends → Retention
Absence
Performance
Profitability

2. Building your approach

Strategy &
surveys

A good people strategy should be fully aligned with the goals of the organisation – retaining the talent you need to maximise the businesses performance.

We'd recommend that you do regular engagement surveys.

Surveys allow you to identify areas of priority and focus They give your team a safe space to share their voice and understand the impact of the changes you are making in the organisation.

Survey data enables you to:

Short term

- Manage immediate risk
- Speed decision making up
- Address immediate retention
- Demonstrate immediate progress

Medium term

- Tackle larger themes
- Build culture, engagement, performance
- Build your EVP
- Kick-off business initiatives

Long term

- Build a long term engagement strategy
- Future proof the business
- Large scale transformation activities
- Put HR at the centre of strategy

2. Building your approach

How often should you survey?

To predict and prevent people problems, you'll require a regular flow of data to work with – the old annual survey just won't cut it!

We recommend regular employee check-ins (surveys) to stay in the loop with what's happening in your teams.

That way, you're on the pulse of things, and it's much more engaging (and less painful) than the once-a-year routine.

"Surveying more regularly creates a culture of feedback."

Monthly	2 Monthly	3 Monthly	6 Monthly +
+	**+**	**+**	**+**
Very current	Plenty of data	Larger question set	Go bigger / more extensive surveys
Lots of data	Quick change	Deeper questioning	
Fast survey	Quick survey	Less onerous	
Quick change	More bitesize		
	More detailed		
–	**–**	**–**	**–**
Labour intensive	Labour intensive	Small problems become bigger issues	Too long between surveys – data is stagnant
May annoy staff	Feedback is light	Less patterns established	Expectation of big changes
Feedback is light			
Lower responses			
Tip	**Tip**	**Tip**	**Tip**
Keep surveys short & punchy	Include a good mix of open & closed questions	Ask more questions	Very deep questioning allowed

2. Building your approach

Asking data-driven questions

When building data driven questions, it helps to have an engagement model to work from.

We recommend a model that includes questions around:

Connection To your vision, mission, values and goals	**Leadership** Relationships between employees and leaders are effective and productive
Fulfilment Such as work life balance, reward and recognition & career development	**Wellbeing** Do employees feel taken care of (DE&I sits here)

Once you know '**what**' you want to ask – you need to think '**how**' you want to ask it.

Poll questions

Presenting a range of options and asking them to be specific

Yes/No

For clear-cut outcomes

eNPS questions

On a scale of 0 to 10 – compare and rank questions with a common data point

Likert scale

Do participants disagree or agree with a statement

Open ended questions

Asking for honest written feedback

2. Building your approach

Leveraging
technology

A robust tech stack is your secret weapon to saving time, building confidence and increasing accuracy. Your technology could include;

HRIS

What? Integrate survey data with your HRIS for a comprehensive view of employee engagement alongside other HR metrics.

Why? Manage employee data effectively and correlate engagement data with other HR-related information.

Survey Software

What? To design, distribute, and collect responses for your employee engagement survey.

Why? It streamlines the survey process, automates data collection and provides robust reporting features.

Anonymous Feedback Platform

What? Ensures employees can provide honest feedback without fear of repercussion.

Why? Open communication and a more honest assessment of employee sentiments.

Communication Tools

What? Inform employees about the survey, explain its purpose and encourage participation.

Why? Disseminate information, addressing queries, and promoting engagement.

Data Analytics & Reporting

What? Analyse the survey results and generate reports to identify trends and areas for improvement

Why? Enable informed decision-making and targeted interventions.

Employee Recognition Software

What? Acknowledge and reward employees for their participation and contributions to the organisation.

Why? Boost morale and motivate employees to engage more actively.

Using these technologies collectively helps in streamlining the survey process, ensuring anonymity and leveraging data analytics to make informed decisions.

3. Data gathering

Communication plan

A 'comms plan' is vital before you launch your first survey. It'll help set the tone for the survey and explain the 'why' around your motivations.

Below are the key elements we recommend cascading through your organisation:

Board & Senior Leaders
Ensure they are engaged in the process, know the part they play and the timescales

People Leaders
Ensure they are engaged in the process, know the part they play, the timescales and are able to help their team take part

Employees
The dates of the survey, how they take part and how anonymity is protected

Media Toolkit:

- Video
- Intranet
- Newsletters
- Email
- In-person communications
- SMS & WhatsApp message / video
- Letters to home addresses
- Internal communication channels like Slack & Teams
- Posters & notice boards
- Postcards / business cards

3. Data gathering

Enrolling your participants

Enrolling participants can be an easy or challenging process – it all depends the quality of the data you currently hold.

Here's a few scenarios you might experience:

HRIS

The perfect scenario!

The HRIS already holds all employee data including email addresses and telephone numbers for participants.

It also holds data about their employment too e.g. sickness and absence days.

This makes it very easy to cross reference data from the survey by other data points.

You have the data

You know who you are surveying and have all their contact information in a spreadsheet.

In this instance, you can "launch" your survey to everyone at the same time.

There is likely to be some pre-work you need to do, to make sure the data you get back is accurate, such as:

- ◯ Check your employee list is up to date, remove any leavers or add new starters
- ◯ Segmentation information, such as departments, role information, age etc.

You don't have the data

Don't know who you are surveying, or don't have their contact information? No problem.

You can:

- ◯ Go through a registration process to ask people to register to take part before you survey
- ◯ Or you can use things like QR codes and links to help your team to take part in the survey instantly
- ◯ Do your segmentation exercise as part of the enrolment.

> "An easy enrolment process removes major barriers to getting started & continued success"

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3. Data gathering

Segmenting your participants

If you're running a survey for over 30 people, we recommend segmenting your data. It should be done in a way that protects anonymity but allows you to explore the hot-spots and risk areas in more detail.

Common ways to segment:

Structure

There is likely to be an obvious way for you to segment your data based on the structure of your organisation – e.g. location, department, teams or functions aligned under a director.

Role type

Looking at layers in your organisation can be really enlightening – e.g. Directors, Leaders, Managers, individual contributors.

If you have large groups of people who do the same type of role, this can also be valuable insight.

Demographics

Common areas to explore here include length of service, age & gender. This type of data often contributes to DEI work, or employee experience.

Alternative ways to segment:

Top talent

Linking your talent programme to engagement to ensure you are focusing on retention of those that matter the most.

Experience
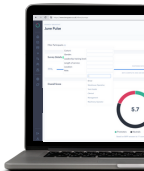
This is great for looking at new starter engagement – is there a difference between engagement & retention of those that have previous experience in an industry versus not?

Salary band

If you have a grading / salary system, you can use this as another way to explore layers across your organisation.

Type of work

Home based, remote, hybrid, office based.

3. Data gathering

Preparing your
stakeholders

To gather quality data you will need to build trust from all corners of your business. Here's a few of the major stakeholders to consider:

People leaders

- They play a crucial role in the success of engagement surveys, even though they might not always find the process enjoyable
- They should champion your efforts with their teams
- Their support will impact massively on your completion rates

The board

- Build belief in the goals you're setting out to achieve (even if it's likely to create some work for the business)
- Emphasise that the process will increase revenue
- Highlight that the outcomes will increase profitability

Employees

- Build trust with every member of the organisation who will participate in the survey
- Stressing anonymity will help you build trust
- They must feel that this is a worthwhile process that will ultimately benefit them
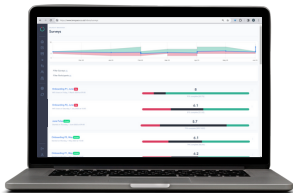
"Communicating your plan builds trust with the wider business"

3. Data gathering

During the survey

During the survey the focus is likely to be on maximising completion rates.

Using tech that allows you to view results as you are running a survey can help massively with this.

It's likely that the work during a survey might be:

Tracking completion rates

Offering support to those areas where completion rates are lagging behind others

It can also be useful to share any emerging themes as part of mid-survey communication to encourage others to have their say.

4. Analysis & presentation

Data for different audiences

When analysing the data there's a few audiences you need to consider.

Each has a slightly different narrative but there needs to be joined up thinking with the actions. These are:

HR Team

The Board

People Leaders

Employees

Here's some things to think about with each audience:

HR Team

As an HR team you must quickly make sense of the data you've captured and use it to predict the future story. You need to consider:

○ Using segmentation to look at specific groups & the differences between them

○ Trends that have emerged

○ How you can may the data to other HR data to tell a story

○ Action points and next steps

○ Impact on the HR strategy & priorities

4. Analysis & presentation

Data for different audiences (continued)

The Board

For the boardroom, you must be able to crystallise the data, rolling it up into meaningful observations that will directly impact revenue and profit:

○ Key trends over time, comparing like with like data

○ Gaps, hot topics & wins

○ Key segmentation data

○ Mapping engagement data to other HR data, to show cause & effect

➤ Retention / employee turnover

➤ Absence

➤ Performance

➤ Profit / revenue

The overall aim is to be able to tell a story with the data you collect. To use it to predict and be proactive with your actions.

You should be able to demonstrate to the board how engagement is creating a better culture, higher productivity and higher performance throughout the business.

4. Analysis & presentation

Data for different audiences (continued)

People Leaders

To help your people leaders connect to the feedback they have received and the actions they need to take, you need to put the insights into context for them.

- ◯ Focus on only their area of influence
- ◯ Add performance context for their area, such as specific turnover, absence, KPIs data
- ◯ Prioritise their action planning
- ◯ Add context, by sharing comparisons
  - ➝ How their engagement ranks against others
  - ➝ How their engagement compares to the group
  - ➝ How their engagement has changed over time

Sharing large amounts of data to a wider audience can be a challenge.

Often, when sharing survey outcomes with the workforce, it's best to focus on the story the data tells, rather than sharing the details of the data itself. Focus on:

Employees

- ◯ Saying 'thank you' for taking part & participation rates
- ◯ Overall themes & sentiments from the survey
- ◯ Impact & change from the previous survey and progress being made
- ◯ The top 3 – 5 areas of focus for action planning
- ◯ Quick wins & change they'll notice in the short term
- ◯ How you'll keep them informed & when the next survey is planned for

5. Revising your strategy

Using data to
predict & prevent

The key to using your engagement data to predict and prevent is to
have a regular flow of up to data and relevant data and feedback.

Get into great habits of capturing this data:

It's important that you are capturing RELEVANT engagement data and feedback from your
teams.

Always review and update the questions you are asking before you go out to survey your
team. It's likely that you'll need to change what you are asking for feedback on. Try
questions based on the progress you are making and what is happening in your
organisation at the time of the survey.

5. Revising your strategy

Demonstrating your impact

What sets a great HR team apart is not just the ability to track engagement and HR metrics but the ability to translate those metrics into initiatives and strategy that shape a workplace where employees thrive.

Tracking engagement data and the impact it has on other people and performance metrics can help you share the impact of your HR team.

We noticed X in the data

↓

We took Y action

↓

We have seen Z result

6. Summary

Playbook
checklist

✓ Have a great plan about how to gather and store employee data ahead of your first survey

✓ Build a brilliant comms plan to let all stakeholders know what to expect and how they can get involved

✓ Have a mixture of data driven and open-feedback questions in your survey

✓ Give your employees the opportunity to provide feedback on a channel that suits them

✓ An anonymous survey will give confidence to answer truthfully for better insights

✓ Leverage great technology to make the whole process faster and more engaging

✓ Close the feedback loop and share results with your business quickly

✓ Survey regularly (every 2-3 months) to get an up-to-date picture of engagement

✓ Think about how you might want to segment your data afterwards by grouping your participants by common characteristics in advance

✓ Shift your perspective from 'retrospective analysis' to 'predictive analysis', to identify potential areas of revenue loss

7. Resources
Useful
links

Engagement calculator

Helps you calculate the cost of low engagement to prepare a business case

Calculate now

Creating accountability in engagement

Explores how to make engagement everybody's responsibility

Download now

Improving employee experience

Dives into the key to creating a great employee experience in every workplace

Read now

Employee engagement calendar 2025

Plan a year's worth of engaging events and activities for your employees to enjoy

Download now

EVP checklist

Questions to think about when reviewing your employee value proposition

Download now

Build a culture of success

Learn how to shape up the culture that will deliver success for your business or team

Watch now

We're here to
support you

At Ten Space we work with our clients to amplify employee engagement, retention and performance.

We are here to enable you and your teams to deliver the future of your business.

If you've found our playbook helpful and you want to know more, contact us on the details below

Email us:
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