



# Partner Playbook

Build a data driven HR & Employment Consultancy

# Playbook Contents

1.

## Forward

P1. Building your HR & Employment Consultancy

2.

## The mindset

P2. Why engagement matters  
P3. Financial impact of disengagement  
P4. Data & engagement

3.

## Building your approach

P5. Strategy & Surveys  
P6. How often should I survey?  
P7. Asking data driven questions  
P8. Leveraging technology

4.

## Data gathering

P9. Communication plan  
P10. Enrolling your participants  
P11. Segmenting your participants  
P12. Preparing your stakeholders  
P13. During the survey

5.

## Analysis & presentation

P14–P16. Data for different audiences

6.

## Revising your strategy

P17. Using data to predict & prevent  
P18. Demonstrating your impact

7.

## Summary

P19. Playbook checklist

8.

## Resources

P20. Links to useful resources



## 1. Forward

# Building your HR consultancy

Building a HR & Employment Consultancy can be hard. It can feel like a treadmill of winning clients, providing services and sometimes battling to retain their custom.

### We get it....

We've worked as consultants ourselves. We understand the pressures you are under to keep providing value to your customers every month. So we set out to solve a single problem -

**"How to help HR & employment consultancies provide tangible value for their clients every month"**



Alec Middleton | COO | Ten Space

We provide the technology to measure your client's employee engagement. Our platform helps you grow your business by gathering regular feedback that helps you advise your clients based on how people really feel.

**But we also also provide the tools and the support to help you win.**

That's what this Playbook is all about. It's a guide to help you understand employee engagement and get you thinking about the service you can provide to your customers. We hope you enjoy it and if you have any questions please get in touch.

**"Having a replicable formula will help you deliver quality service and scale your business "**

## 2. Educating your clients

# 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.

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



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

### Impacts of poor engagement

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

## 2. Educating your clients

# Financial impact of disengagement

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

Our employee 'Alex' 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.

## 2. Educating your clients

# 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.

"Using data helps you predict and prevent retention issues"

### Proactive HR data

Engagement as predictions



## 3. 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



### 3. Building your approach

## How often should your clients 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



Very current  
Lots of data  
Fast survey  
Quick change



Labour intensive  
May annoy staff  
Feedback is light  
Lower responses

#### Tip

Keep surveys short & punchy

#### 2 Monthly



Plenty of data  
Quick change  
Quick survey  
More bite-size  
More detailed



Labour intensive  
Feedback is light

#### Tip

Include a good mix of open & closed questions

#### 3 Monthly



Larger question set  
Deeper questioning  
Less onerous



Small problems become bigger issues  
Less patterns established

#### Tip

Ask more questions

#### 6 Monthly +



Go bigger / more extensive surveys



Too long between surveys - data is stagnant  
Expectation of big changes

#### Tip

Very deep questioning allowed



### 3. Building your approach

# Asking data-driven questions

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

A good model will include 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



## 3. 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.

## 4. Gathering Data

# 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

## 4. Gathering Data

# 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"



## 4. Gathering Data

# 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

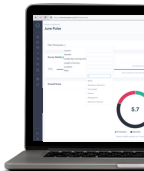
This is great for looking at new starter engagement - is there a difference between engagement & retention of those that have previous experience in your industry versus not?

#### 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



## 4. Gathering Data

# 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



"Communicating your plan builds trust and 'buy-in' with the wider business"

## Employees

- Build trust with every employee who will participate in the survey
- They must feel that this is a worthwhile process that will ultimately benefit them
- Stressing anonymity will help you build trust

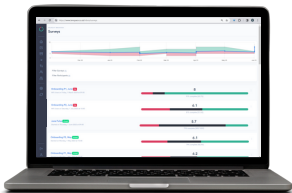


## 4. Data gathering

# 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

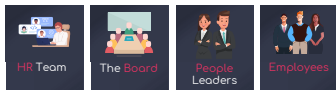
It can also be useful to share any emerging themes as part of mid-survey communication to encourage others to have their say.

## 5. 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:



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



As a 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



## 5. Analysis &amp; presentation

# Data for different audiences (continued)



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.



## 5. Analysis &amp; presentation

# Data for different audiences (continued)



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:

- 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 to 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

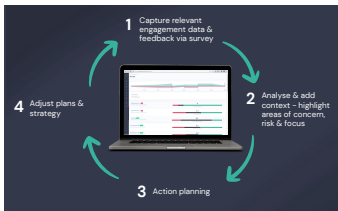


## 6. Revising your strategy

# 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.

## 6. 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.



## 7. Summary

# Playbook checklist

- ✓ Technology – Gather and store employee data in a GDPR compliant platform that will save you time
- ✓ Comms Plan – Let all stakeholders know what to expect and how they can get involved
- ✓ Questions – Have a mixture of data driven and open-feedback questions in your survey
- ✓ Channels – Allow employees the opportunity to provide feedback in a way that is convenient for them
- ✓ Anonymity – Make sure employees feel confident and truthful in their answers
- ✓ Speed – Leverage technology and AI to make data processing fast, accurate and time-saving
- ✓ Feedback Loop – Share results with your business quickly to ensure trust is built in the process
- ✓ Regularity – Survey every 2-3 months for an up-to-date picture of engagement
- ✓ Segmentation – Segment your data by grouping your participants by common characteristics in advance
- ✓ Predict – Shift your perspective from ‘retrospective analysis’ to ‘predictive analysis’, to identify potential areas of revenue loss

## 8. Channel Partner Resources

# Useful links

### Engagement [calculator](#)

Calculate the cost of low engagement to prepare a business case

[Calculate](#)

### Creating [accountability](#) in engagement

Explore how to make engagement everybody's responsibility

[Download](#)

### Improving [employee experience](#)

Create a great employee experience in every workplace

[Read](#)

### Employee engagement [calendar 2025](#)

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

[Download](#)

### EVP checklist

Questions for your employee value proposition

[Download](#)

### Build a [culture of success](#)

Shape the culture that delivers success for your business / team

[Watch](#)

# Here to support you

Ten Space is the engagement platform for HR & Employment Consultancies.

Our SaaS platform gathers the data you need to plan exceptional engagement, retention and performance strategies for your clients

Our customer support team will help you build a data driven HR consultancy where engagement data plays a pivotal role in predicting HR decision making and preventing problems.

To find out more visit: <https://www.tenspace.co.uk/>

Email us: [enquiries@tenspace.co.uk](mailto:enquiries@tenspace.co.uk)

Follow us: 

