

# Are You Cultivating an Invincible Workforce?

What do your employees expect from work? Are they ready to walk out the door, quiet quitting, or feeling like they have passion and purpose at work?

We asked more than 2,000 of them across the US and UK. They told us what they want, whether they feel their employers deliver, what's working, and what's broken.

This year's survey yielded some insights that might surprise you...



## Should they stay or should they go? That's up to you.

**75%** of employees want to stay and bloom where they are planted.



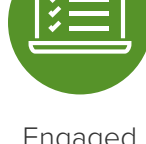
Employees are generally feeling positive and confident about work.



Productive



Confident



Engaged



Optimistic

So, why is retention still a big issue?

Employees want:

**2** Internal career advancement

**3** Better skills development

These are among the top reasons why employees would stay — and a lack of these are the second- and third-ranked reasons why they choose to leave. Pay is the perennial No. 1 reason.

The problem?



Fewer than **1 in 2** employees see a clear path for advancement in their current company.



## Managers matter...more than you may realize.

**9 in 10** people always or sometimes like working for their manager.

Yet, just **51%** of employees think their managers are a help to their careers even though they trust managers the most.

...And the less tenured the manager, the lower employees' satisfaction.

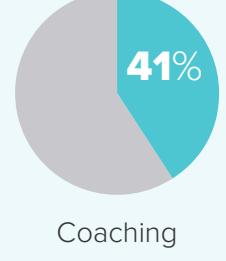


Only **54%** of managers feel confident delivering career development and coaching

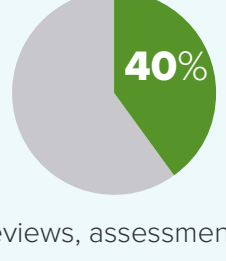
Only **24%** of managers say they always get the support they need from HR



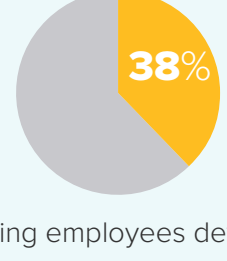
Managers want more help from HR



Coaching performance



Reviews, assessments, and ratings



Helping employees develop skills and path careers

## Performance management is somewhat of a flunkie.

**37%** of employees give their company's performance management process an "F" grade.



**64%** see the performance review process as "sometimes or always" a waste of time that doesn't help them perform better.



...even though **46%** said their company has changed performance management processes and/or tools since 2020.



## Fairness matters — a lot. It colors the entire employee experience.

**#1**

Fairness is the #1 factor in the employee experience.



**When performance reviews are seen as fair:**

**When reviews are seen as unfair:**

**83%** of employees say they're productive

**71%** say they're engaged



**60%** say they're productive

**57%** say they're engaged

Employees are **2x** more likely to look for work elsewhere when they view the performance process as unfair.

## Do employees trust you? That depends.

Employees trust in...

**68%** their team

**63%** their managers

**32%** their organizational leaders

**26%** HR

Trust plummets further when employees see performance management as failed.

When performance management is successful, trust soars:

**4x**

for HR and organizational leaders

**2x**

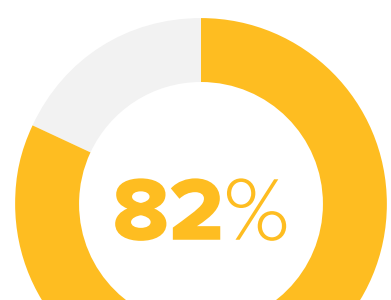
for managers

## What if you could deliver fair performance management that helps employees excel and managers coach?

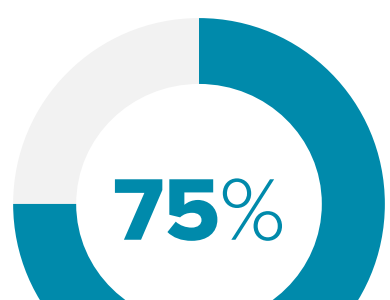
Employees who are always satisfied with their career and development conversations with their managers are:



more likely to see a path for career advancement internally



always feel productive



always feel engaged

## You have questions.

- How can I build career development into everyday performance processes?
- How can I better support managers to empower employees and drive business outcomes?
- How can I make performance reviews more effective and fairer?
- What aspects of work contribute to a positive employee experience?
- What does good performance enablement achieve and what does it look like?

**We have answers. Explore more.**



Download Betterworks' **2023 State of Performance Enablement report** today.

The Betterworks 2023 State of Performance Enablement report is based on more than 2,000 randomly selected respondents from the US and UK. The survey had a margin of error of +/- 3 points at a 95% confidence level.

## Discover Betterworks

Companies like Colgate-Palmolive, Intuit, Freddie Mac, and Udemy rely on Betterworks as their performance management infrastructure — enabling great performance through dedicated people technology.

Betterworks' best-in-class HR talent management solutions are designed to drive exceptional performance by putting employee experience at the heart of how companies align, motivate, retain, and develop their people. Unlike legacy HR technology, Betterworks is a lightweight, enterprise-ready solution that integrates with the tools.

