



The Employee Activation Framework

PURPOSE: Use this handout to help you understand and foster discussion of the 5 elements and 20 dimensions that comprise employee activation.

Strategic Activation Program	Capturing Feedback and Ideas	Action-Taking	Activation-Enabling Culture	Technology
				
Business ownership and oversight	Diversity of signals	Distributed accountability	Trust and psychological safety	Integrated platform
Influence on business strategy	Frequency of listening	Continuous action	Innovation and learning	AI and automation
Influence on employee experience	Employee segmentation	Stakeholder enablement	Feedback culture	Data and analytics
Influence on customer experience	Personalized experience	Communication and success measurement	Leadership accessibility	Accessibility capabilities

“Employee activation” refers to (1) empowering employees across the organization to share obstacles, ideas, suggestions, and solutions in their daily workflow and (2) empowering key stakeholders throughout the organization to uncover insights, localize problem-solving, and take meaningful action in areas that make a positive impact on how the business performs, operates, and delivers on its brand promise to the world.

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The Five Elements of the Employee Activation Framework

Element 1: Strategic Activation Program. This element covers the purpose, strategic focus, and ownership of the organization's activation program. The dimensions include:

- *Business ownership and oversight:* how the activation program is centrally managed and who oversees the program and software.
- *Influence on business strategy:* how employee feedback and ideas are used to inform business decisions and strategic direction.
- *Influence on employee experience:* how employee feedback and ideas are used to improve different aspects of the employee experience, including internal processes, employee lifecycle touchpoints, wellbeing, and engagement.
- *Influence on customer experience:* how employee feedback and ideas are used to enhance the organization's customer experience, products, and services.

Element 2: Capturing Feedback and Ideas. This element covers how an organization captures ideas and feedback from employees, including the specific methods for listening. The dimensions include:

- *Diversity of signals:* which specific listening methods, channels, and inputs the organization is using to capture employee feedback and ideas.
- *Frequency of listening:* when and how often the organization is listening, and how flexible the program is to allow employees to share whenever is most relevant.
- *Employee segmentation:* how the organization listens to different groups, teams, or cohorts in the organization and segments data to understand opportunities for each population.
- *Personalized experience:* how the organization tailors listening to individuals so that every employee can most easily and authentically share their feedback and ideas.

Element 3: Action-Taking. This element addresses how the organization acts on employee feedback and ideas and incorporates them into innovation and business change. The dimensions include:

- *Distributed accountability:* how well an organization distributes responsibility for action-taking and empowers different business units to act in their respective areas.
- *Continuous action:* how frequently action is taken and embedded it is within existing business processes.
- *Stakeholder enablement:* how the organization enables and empowers stakeholders at all levels in the organization to take informed and impactful action through accessible systems, insightful data, and training as needed.
- *Communication and success measurement:* how well the organization and stakeholders communicate actions they're taking, consider the impacts these actions have on employees, and measure success.

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Element 4: Activation-Enabling Culture. This element covers the cultural elements involved in creating an effective activation program that empowers employees to listen, share, and take action. The dimensions include:

- *Trust and psychological safety:* how the organization creates an environment of trust where employees feel comfortable and safe sharing feedback and ideas.
- *Innovation and learning:* how the organization prioritizes and celebrates new ideas, innovation, experimentation, and learning for continuous improvement.
- *Feedback culture:* how much employee feedback is embedded into the company culture and existing business processes.
- *Leadership accessibility:* how leadership interacts with different levels of the organization and how transparent and accessible they are to the broader employee population.

Element 5: Technology. This element addresses the use case and need for sophisticated and integrated technology to power the organization's activation system. The dimensions include:

- *Integrated platform:* leveraging a single system to centralize the organization's activation program with integrated data and insights.
- *AI and automation:* using artificial intelligence, machine learning, and automation to garner employee insights efficiently and ethically.
- *Data and analytics:* accessing deep and informative signals, data, and dashboards to inform the action-taking process.
- *Accessibility capabilities:* reaching all employees through translation capabilities, mobile accessibility, and multichannel feedback options.

Recommended Reading

Employee Activation: The Next Step in Employee Listening