

Voice of the Industrial Workforce

What Drives Employees to Contribute More On the Job

July 15, 2025







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Introductions

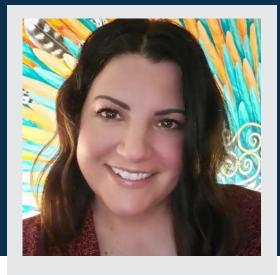


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Overview of Technical Workers

Who are technical workers?

- What do we know about the challenges they are facing?
- What makes their work different or unique from corporate environments?

Why is employee engagement important in the industrial sector?

- How does engagement impact productivity, efficiency, and innovation?
- What are the unique challenges faced by technical workers regarding their engagement, including relationships with managers and senior leaders?



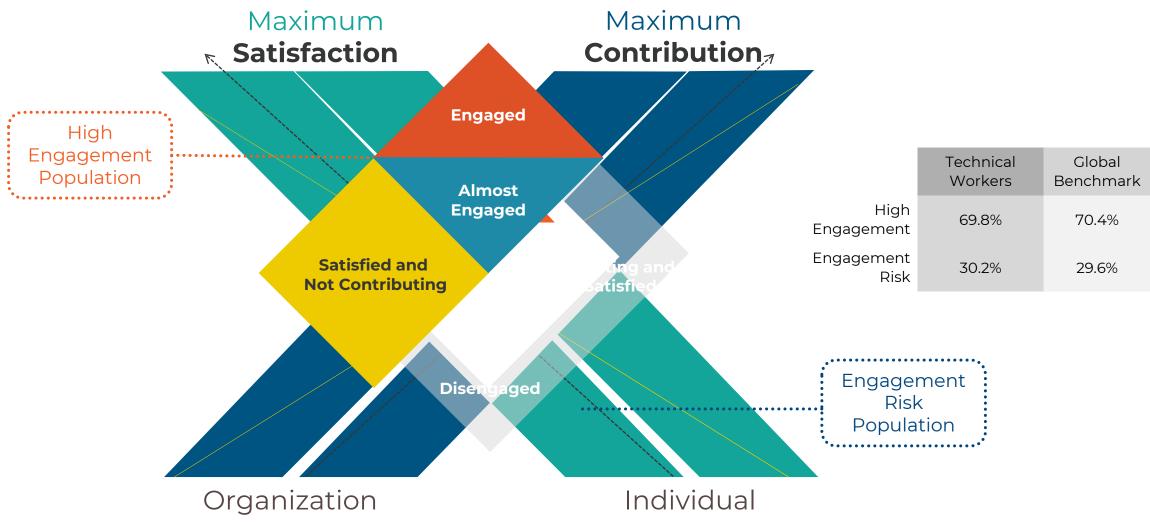


The X Model of Employee Engagement





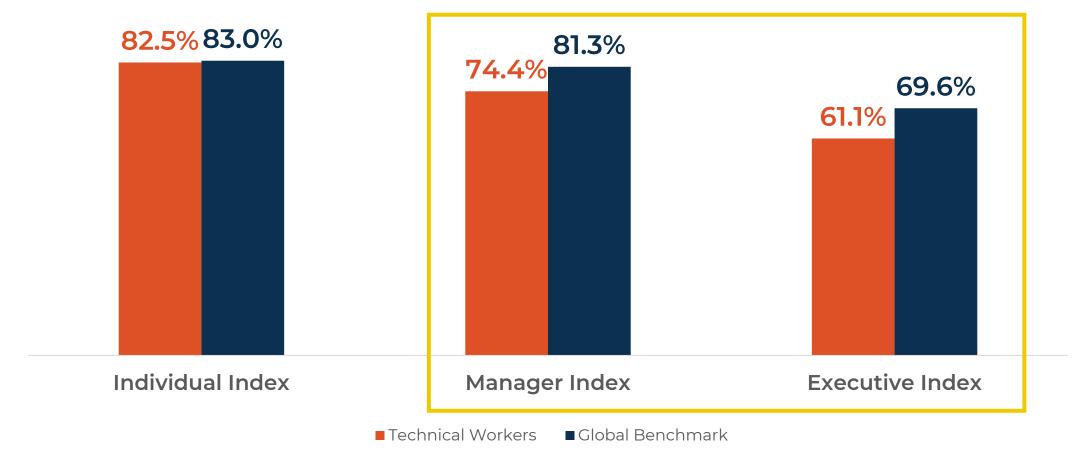
5 Levels of Engagement





Index Scores

Technical workers report lower agreement with questions relating to the manager and senior leaders than other industries.





Retention and Attrition

Why do technical employees stay, and why would they consider leaving?

Retention Factors
The work
The culture (mission, working conditions)
The economy
Compensation

Attrition Factors 35% No desire to leave 21% Compensation 19% Organizational dissatisfaction (culture, manager, team, mission, work)

Of those who intend to leave...

47%Organizational dissatisfaction

27% Compensation

13%

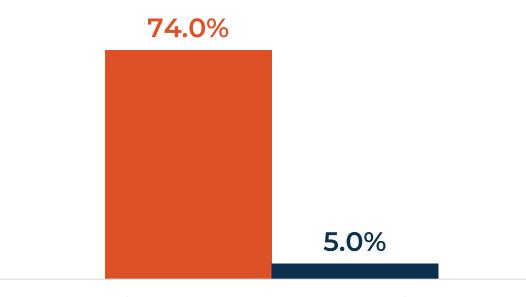
Personal factors (retirement, health, relocation)





Employees who have strong perceptions of their manager—including trust, a strong working relationship, and respect—are more likely to be engaged or almost engaged compared to employees who have neutral or negative perceptions of their manager.

Perceptions of Managers and Engagement



High Engagement Population

- Technical Workers have Strong Perceptions of their Manager
- Technical Workers have Neutral or Negative Perceptions of their Manager

How Can Managers Impact Engagement?

Building trust and creating a great working relationship



Encourage employees to use their talents.



Ask for—and act on—employee input.



Recognize and reward achievements and well-intentioned risks.



Treat each employee as an individual with unique interests and needs.



Provide regular, specific performance feedback.



Delegate assignments effectively (without micromanaging).



Build a strong sense of belonging within the team or department.



Support each employees' growth and development needs.



Ensure that psychological safety can thrive.





Leadership Training and Development



Why is leadership training necessary, especially in industrial organizations?



What are the benefits of leadership development?



How have successful leadership training initiatives positively impacted organizations?



What should I
keep in mind when
initiating training
initiatives
(e.g., pitfalls
or unintended
impacts)?





Communication Between Executives and the Workforce



Why is it important for employees to hear communications from executive leaders?



What are some practical strategies for executives to enhance their communications?



How can leaders effectively communicate?



What role
does change
management
play in supporting
an effective
communication
rollout?



Final Thoughts

What the Data Says

Technical workers have lower perceptions of managers and senior leaders compared to the global cross-industry benchmark.

However, strong perceptions of managers significantly impact employee engagement, with a notable correlation between positive manager relationships and higher engagement levels.

Technical employees stay with their organization due to work enjoyment, organizational culture, economic factors, and financial stability. Technical employees leave due to compensation issues, organizational dissatisfaction, and personal factors such as retirement or relocation.



Final Thoughts

Calls to Action

Measure the specific needs of your workforce to ensure that you're building upon organizational strengths and addressing the right barriers to higher levels of productivity and satisfaction.



Download our upcoming eBook which is packed with additional insights and specific actions you can take to improve engagement.



Reach out to us if you would like support on measuring engagement, manager or leader training, change management support, or other business consulting needs!





Thank you

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