

Engagement as an Operating System



GALLUP®

What We'll Explore Together

Engagement as a business strategy

Why engagement drives performance, retention, and customer experience

Why managers matter most

The leadership behaviors that shape how employees show up

How Alta operationalized engagement

CARE Coaching, leadership rhythms, and consistency at scale

Conversations leaders can start tomorrow

Practical questions that build clarity, coaching, and ownership



| GALLUP®



Think about the best manager you've ever had.

What words would you use to describe them?

In what ways were they different from other managers?

How did they support you at work?

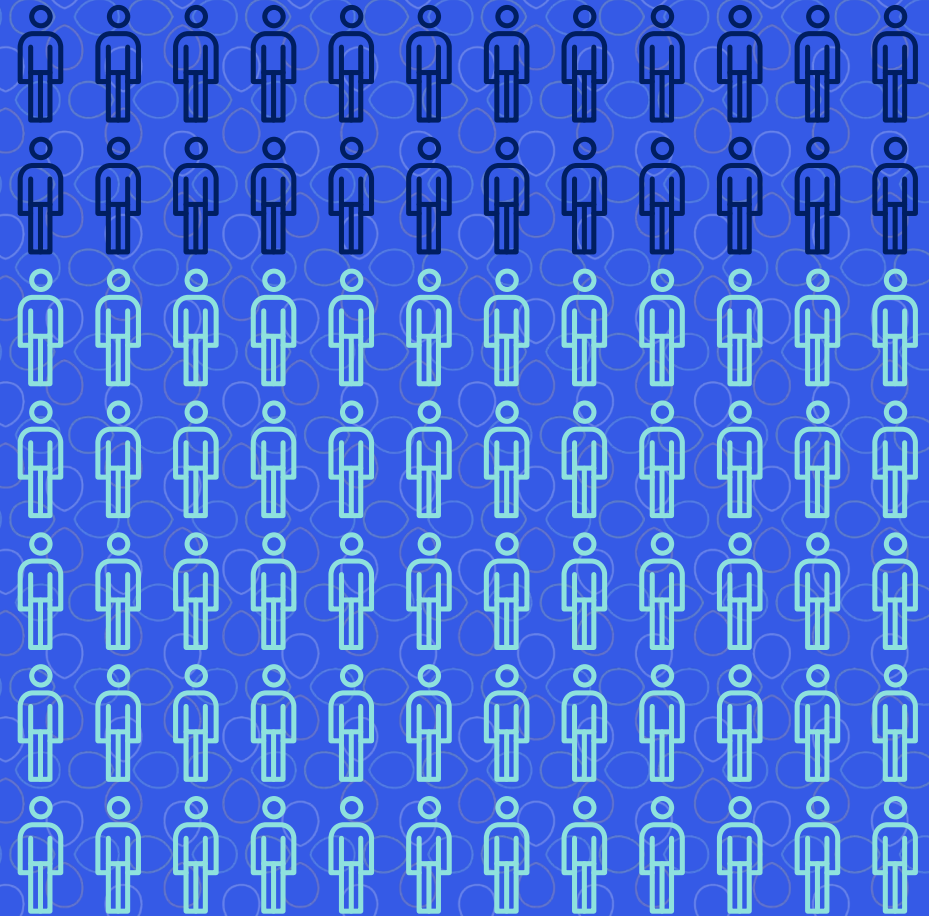


| GALLUP®

Managers shape the
employee experience.

70%
Of Team Engagement

is determined by **the manager**. Most of what
employees experience every day is local.



In Today's Workplace, Managers Must Coach

Coaching is how organizations operationalize engagement at scale.

A Boss

- Leads by directing
- Prioritizes outcomes
- Tells more than asks
- Listens to speak
- Cares about the task



A Coach

- Leads by individualizing
- Prioritizes growth
- Asks more than tells
- Listens to understand
- Cares about the person

The Way Leaders Lead Changes How Employees Show Up



Satisfied Employees

Follow processes without feeling ownership

Put their time but not necessarily their energy into their work

Take a wait-and-see approach toward their job



Engaged Employees

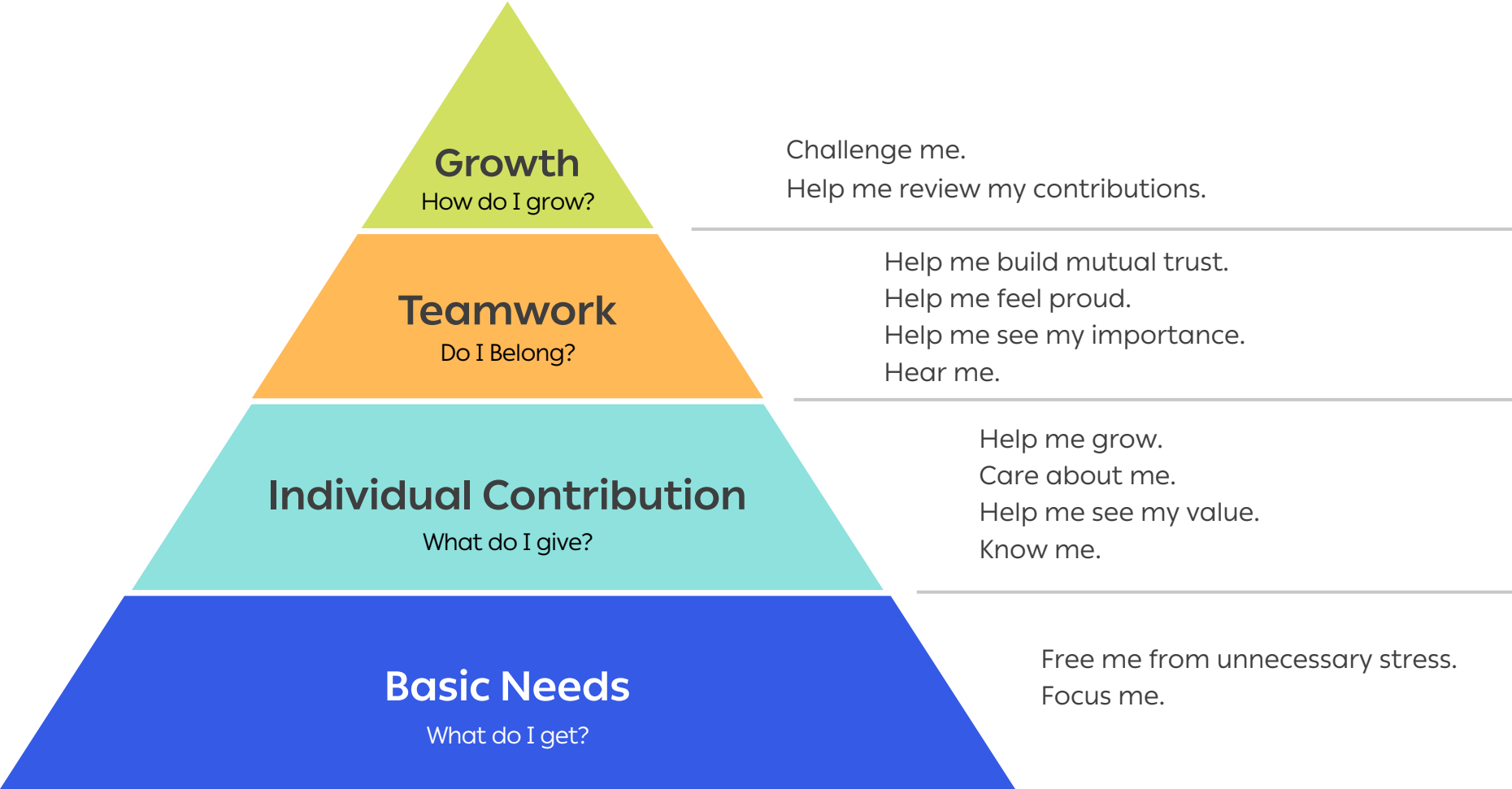
Work with passion

Perform at consistently high levels

Drive innovation and move their organization forward



What Employees Need to Thrive



Engagement Scales Through Shared Ownership



Positive Outcomes

10%
in customer
loyalty/engagement

18%
in productivity
(sales)

23%
in profitability

70%
in wellbeing
(net thriving employees)

51%
in turnover
(for low-turnover organizations)

78%
in absenteeism

63%
in safety incidents
(accidents)

32%
in quality
(defects)

Reduced Operational Risk

**We ask managers to drive engagement -
but what gets in their way?**

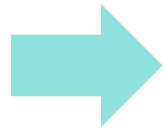


| GALLUP®

Engagement Works Best When It's Co-Owned

Alta Activates Engagement

Build Leaders
Operationalize the Behaviors
Reinforce Accountability



Clients Enable Engagement

Create Clarity
Enable Capability
Reinforce Ownership



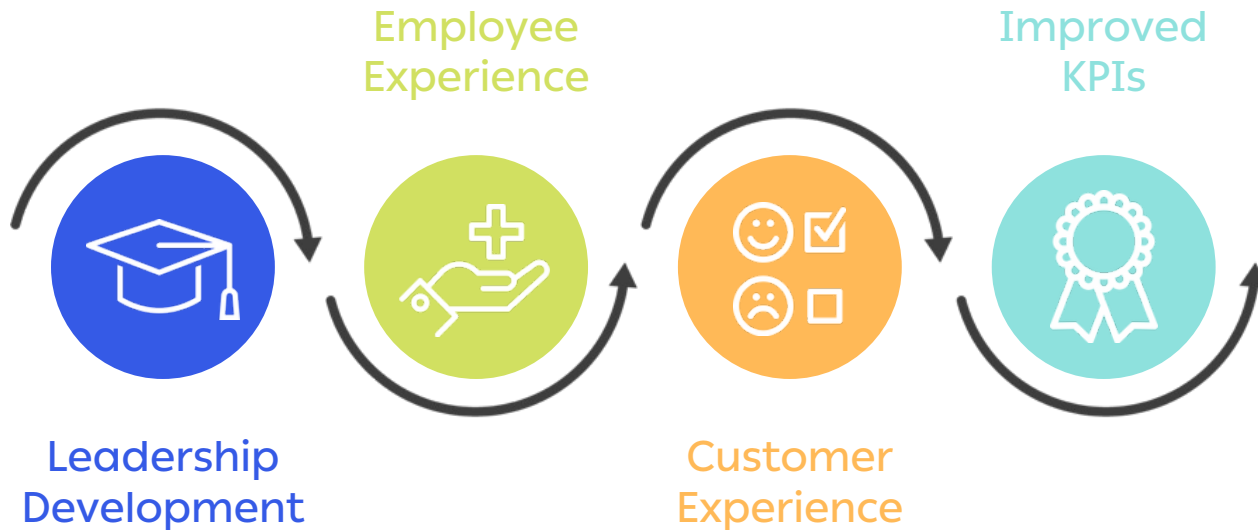
Engagement Performance

Retention
Productivity
Customer Experience



True Impact of Engaged Leaders

Alta Activates Engagement



Leadership Impact on Employee Engagement

accounts for 70% of the variance in team engagement

Leadership Development Series

- Alta's Strategic Platform & Guiding Principles
- Employee Engagement
- CARE Coaching
- Communication
- Recognition
- Interviewing
- Contact Center Fundamentals
- Leading Effective Meetings



GALLUP®

CARE Coaching: Operationalized Engagement Consistently

A repeatable leadership rhythm designed to create clarity, connection, accountability, and growth – grounded in one core belief: employees perform best when they know their leader genuinely cares.



communicate

Q01 - Clear Expectations

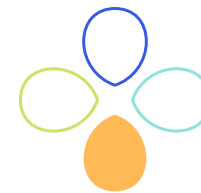
Set priorities. Share context. Every team member knows what success looks like before the work starts.



assess

Q06 - Development

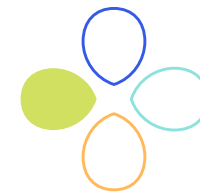
Ask first. Advise second. Listen for performance AND wellbeing - they're always connected.



resolve

Q07 - Opinions Count

Co-create the fix. People co-create the change - they don't just receive it.



execute

Q11 - Progress Talks

SMART goals revisited every week. Priorities shift - the coaching rhythm never does.

Every leader. Every week. Every site



GALLUP®

How Operational Decisions Shape Engagement



Clarity

How expectations are prioritized, communicated, and protected from unnecessary change

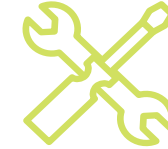
Q01: I know what is expected of me at work



Strengths

How employees are empowered to apply judgment, talents, and expertise

Q03: Opportunity to do what I do best every day



Capability

How tools, systems, and support enable successful performance

Q02: I have the materials and equipment I need



Ownership

How employee voice shapes decisions, processes, and system improvements

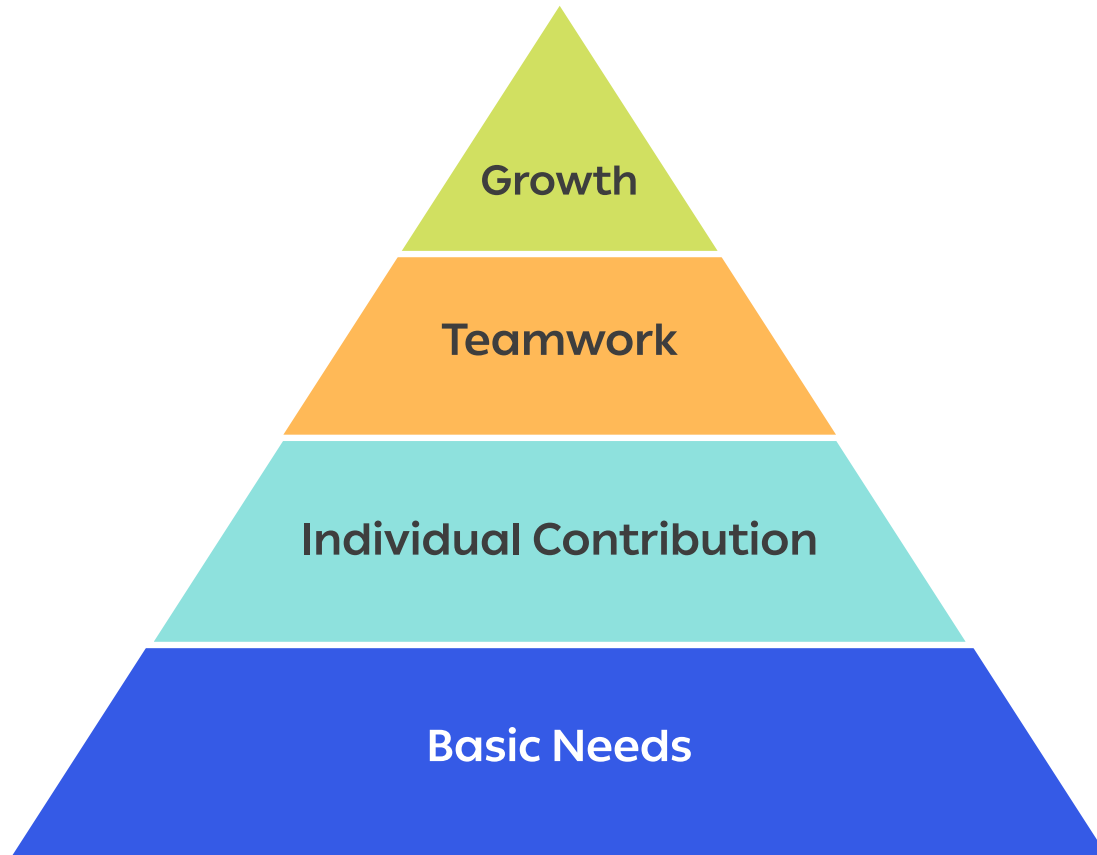
Q07: At work, my opinions seem to count

These aren't engagement issues—they're operational decisions.



GALLUP®

Applying the Engagement Framework



Which level is hardest to consistently enable in your environment?

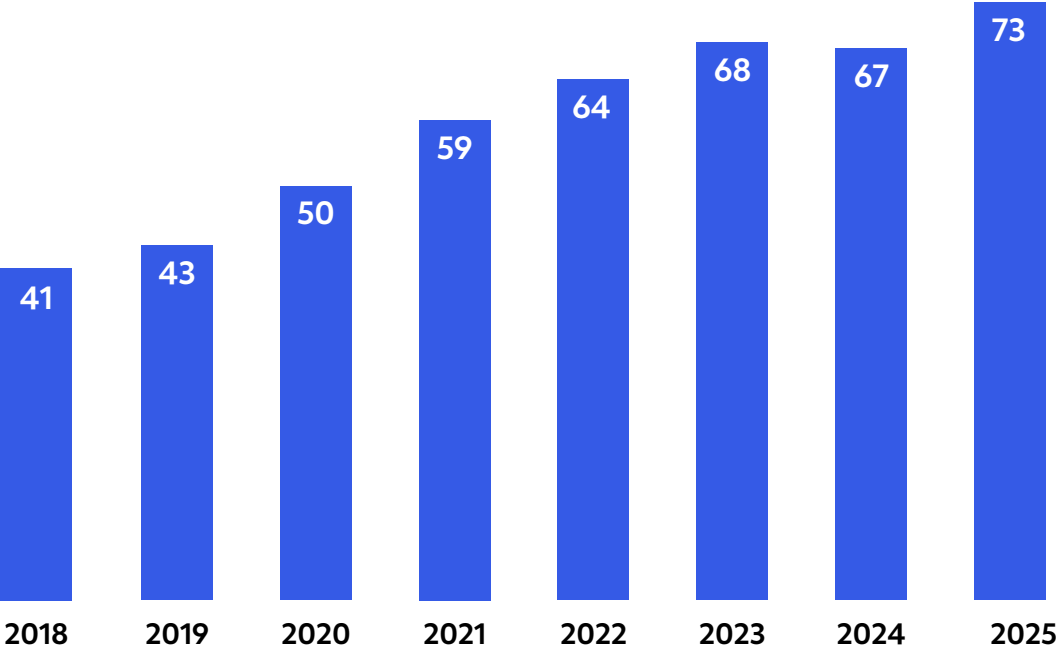
What most needs to change to strengthen it?

Engagement Became the Operating System at Alta



Alta Engagement Journey

% Engaged Employees (2018-2025)



Alta Transformation Snapshot

	2018	2025	Change
1 Participation	71%	94%	+23%
2 Database Percentile Ranking	38th	75th	+37
3 Engagement GrandMean	3.89	4.43	+0.54
4 % Engaged	41%	73%	+32%
5 % Actively Disengaged	12%	4%	-8%

Three Questions to Take Back

1

Clarity

Are we teaching leaders engagement - or expecting it naturally?

2

Coaching

Have we operationalized engagement behaviors into daily leadership routines?

3

Ownership

Are our processes helping managers create engagement – or unintentionally preventing it?

Thank You!



| GALLUP®