



# Company Care Playbook

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limeade®

# Overview



When companies **care** for employees – in every part of the **employee experience** — employees can better care for themselves, their teams and their company, leading to better **people** and **business** results.

## How does an organization show care?

Organizations show care through eight levers of organizational support at a local and company-wide level. This guide is a tool to help you dig deeper into the eight levers of company care at each level.

**Local support:** managers, teams and peers, the environment, and networks.

**Company-wide support:** leaders, culture, strategic alignment and tools and programs.



**99%**

who feel they have higher well-being and organizational support **recommend their company as a great place to work**<sup>1</sup>

**91%**

of employees with high well-being and organizational support **say they are going to stay**<sup>2</sup>

**72%**

of employees with high well-being say they also **have high organizational support**<sup>3</sup>

The top three drivers of organizational support are:

- 1. Managers**
- 2. Tools & Resources**
- 3. Leaders**



# Managers

## Definition

An employee's direct supervisor, who can be the biggest influence on the employee experience

## Impact on Employee Experience

Managers have been found to be one of the strongest drivers of employee well-being and engagement.<sup>4</sup> It's important for organizations to support managers and their well-being and provide resources for them to effectively support their teams. Managers have an important responsibility for the experience employees have at work, and it's critical that they have the tools to support employees. In order for managers to support employees, organizations must in turn, support managers.

**Nearly all employees say their immediate managers matter the most for well-being support at work.<sup>5</sup>**

An internal analysis of the Limeade Well-Being Assessment revealed that the item, "my manager 'looks out' for me" was one of the statistically significant drivers of employees' levels of engagement.

## Customer Example

Included quarterly "manager challenges" that provide clear strategies to assist managers in promoting well-being activities.

Used Limeade Insights Dashboards to develop a "manager scorecard." The scorecards provide aggregated, detailed well-being program data to individual location managers that indicate their team's areas of strength, improvement and turnover risk.

**Improved employee engagement by**

**4%**

## Reflection Questions

- What training and development does an employee go through when they become a manager?
- Who sets priorities for managers?
- What tools do managers have to create team connection and recognize their employees?
- How do managers receive feedback on their management strengths and opportunities to improve?
- How does your org define/outline manager expectations/behaviors?

<sup>4</sup> Gallup, 2015; Limeade & Quantum Workplace, 2016

<sup>5</sup> Well-Being & Engagement Report, Limeade and Quantum Workplace, 2016

# What does it look like to use Limeade ONE to support managers?

## My Activities

**Share Positive Moments**

**Streamline Your Meetings**

**Provide Regular Feedback to Your Team**

**How to Encourage** Job Crafting

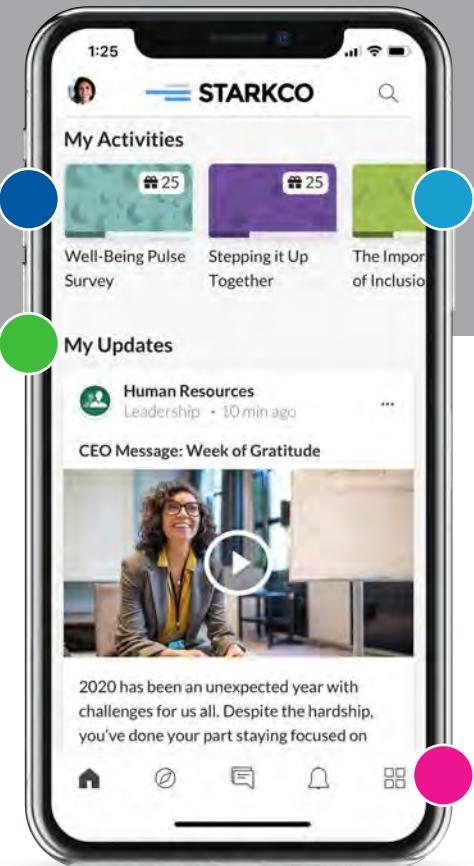
**Establish** Virtual Office Hours

**Block Calendar** for Heads Down Time

## Custom Activities

**Meet with your learning and development team** to target managers with specific resources from your learning and development team.

**Create Manager Mentor activities**



## My Updates

**Have a leader record a short video** talking to managers about the important role they play in the organization and some actions they can focus on

**"Manager Journey Spotlight"** — make a custom video of an employee discussing their journey to management

**Share book recommendations** specifically for managers

**Survey Managers** to understand what support is needed

**Recommend a podcast** episode about how to be a better manager

**"What do you love about being a manager?"** Collect responses and share weekly

## My Tools

**Manager toolkit** – create a shortcut tool just for managers with key documents (e.g., competency models, manager coaching guides, 1:1 templates, etc.), and resources designed to support them

**Create a team chat** in Limeade ONE for words of encouragement and consistent team communication

**Cheers** – send cheers to your team members regularly to celebrate and highlight their strengths

## Other Actions

**Meet with** your Org Development, Talent and Learning teams

**Share key data** and findings around manager population

**Understand** other teams' key goals

**Collaborate and cross-promote** aligned initiatives



# Teams and Peers

## Definition

The people an employee directly works with every day (typically reporting to the same manager)

## Impact on Employee Experience

Team and coworker support is related to overall perceived organizational support<sup>6</sup>

**70%** of employees indicate that team/peers are important in supporting their well-being<sup>7</sup>

People who have a “best friend at work” are not only more likely to be happier and healthier, they are also **7x** as likely to be engaged in their job<sup>8</sup>

## Customer Example

A public utility company launched an activity encouraging employees to share a favorite book with their coworker encouraging connection between employees regardless of the team they’re on.

Many customers have annual team-based fitness activities that encourage team accountability and encouragement to reach the goal.

## Reflection Questions

- What are the organic opportunities for connection on teams?
- How do people get introduced to their team?
- How regularly do different teams meet?
- How do team members recognize and celebrate one another?
- What are the diversity, equity and inclusion initiatives at your organization and who leads them?

<sup>6</sup> Kurtesses et al., 2015

<sup>7</sup> Well-Being & Engagement Report, Limeade and Quantum Workplace, 2016

<sup>8</sup> Gallup, 2010

# What does it look like to use Limeade ONE to support teams + peers?

## My Activities

**Attend** a Team-Building Meeting

**Create** Camaraderie at Work

**Lunch Bunch** – Enjoy Lunch With Your Coworkers

**Moments of Gratitude** With Your Team

**Build** Inclusive Teams

**Virtual** Take-Your-Kids-to-Work-Day

## Custom Activities

**Pulse survey** employees on the types of Team Building events and virtual events they'd most like to participate in.

**Meet with your Diversity, Equity and Inclusion team** and create custom activities that drive towards DEI goals.

## My Updates

**Empower Managers** with writer credential so they can create weekly team updates within Limeade ONE

**Introduce new team members** with fun facts and information

**Share organization-wide team updates and accomplishments** to keep everyone up to date

**Celebrate work anniversaries and birthdays** with recognition tools

**Share images** of team gatherings like virtual happy hours or in person events

**Use event tools** to promote team events

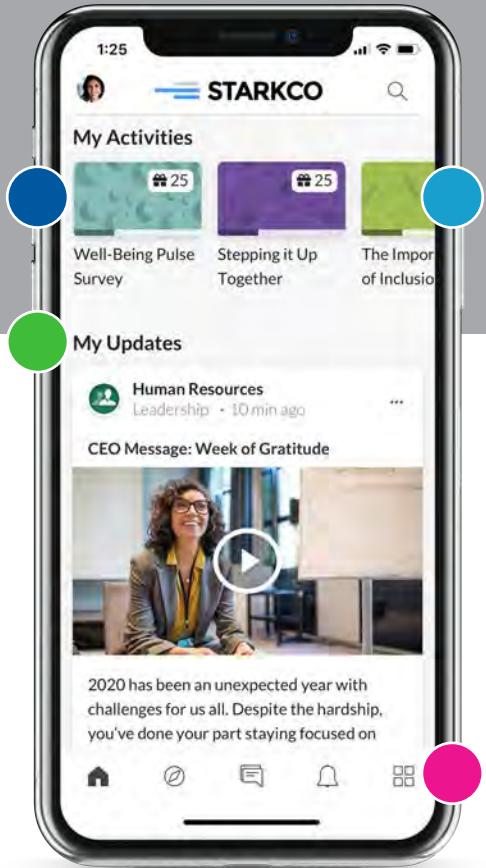
## Other Actions

**Meet with** your Org Development, Talent and Learning teams

**Provide hierarchy data** in the eligibility file so key findings can be shared by team

**Expand eligibility** to all employees so no one on a team is excluded

**Meet with the team** that oversees onboarding to find ways to integrate registration into the onboarding process



## My Tools

**Create a team chat** in Limeade ONE to share wins and inspiration

**Encourage employees** to update their profile with information about their role, location, hobbies etc.

**Link to or host org chart** so employees can see who is on which team

**Cheers** between team members to build connection



# Social Networks

## Definition

Formal and informal networks that provide support

## Impact on Employee Experience

High-performance organizations live the “we are stronger than me” mantra—they emphasize the power of relationships and social well-being at a rate<sup>9</sup>

- 4x** more than lower-performing organizations
- 4x** more likely to leverage champions to promote well-being
- 3x** more likely to emphasize community well-being
- 3x** more likely to have online social communities related to well-being
- 2x** more likely to design well-being programs to leverage collaboration

## Customer Example

A customer launched a broad network of Well-Being Ambassadors to promote the program, plan local events at their 40+ locations and cheer their teams on as they strive to be their best selves. They also submit new program activities every two months. More than **50 percent** of program challenges are based on Well-Being Ambassador submissions.

**Over two years,  
employee participation  
increased by**

**12%**

## Reflection Questions

- How would a new employee learn about groups they can get involved with?
- How do existing employees learn about groups & social networks available to them?
- Who is in charge of employee resource groups?
- Do you have any champion networks?
  - Who manages them?
  - How do you recruit employees to join?

# What does it look like to use Limeade ONE to support social networks?

## My Activities      Custom Activities

**Learn How** to Be an Effective Mentor

**How to Find** the Right Mentor

**Make the Most** of Your Mentor Meetings

**Be a Supportive** Mentor Every Week

**Cheer** Someone On

**Share information** about Employee Resource Groups and how to join

**Employee Resource Group** sponsored custom activities that promote specific habits related to key ERG initiatives

## My Updates

**ERG monthly spotlight** – highlight a different ERG each month to raise awareness and encourage employees to join

**Share information** about different “groups” i.e. book clubs, hiking groups, golf club, cycling club etc.

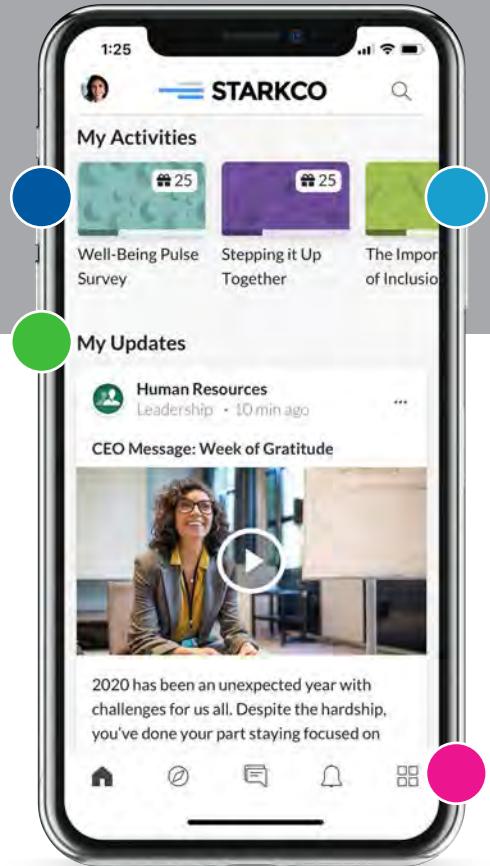
**Survey** to see if someone wants to become a champion

**Encourage Champions** to update their profile with the type of Champion they are so employees can search for them

## Other Actions

**Meet regularly** with champion groups and share learnings, success and data

**Collaborate** with various Employee Resource Groups and the Diversity, Equity and Inclusion teams to promote key initiatives



## My Tools

**Create a social connection channel**

where employees can post general updates and achievements and celebrate with their coworkers

**Build “Find an ERG tool”** to search and learn about various ERGs

**Submit an activity tool** – allow employees to submit ideas for activities

**Ask a Champion tool** – allows employees to route questions to their champions



# Physical Work Environment

## Definition

Characteristics that make up an employee's physical work space

## Impact on Employee Experience

The design of the workplace impacts performance, employee engagement and innovation<sup>10</sup>

The physical work environment can have a strong impact on employee well-being and engagement<sup>11</sup>

**87%** of employees want healthier workspaces including wellness rooms, company fitness benefits, sit-stands, and healthy food options<sup>12</sup>

## Customer Example

A pharmaceutical customer created a custom challenge "Maintain Your Healthy Virtual Workspace" in response to COVID 19 and the transition to remote working. It contained a checklist of things to think about like lighting, noise level and setting working hours.

## Reflection Questions

- What are the different environments in which employees work?
- What vendors does your organization use for facilities management?
- What are the guiding principles when creating workspaces at your organization?
- How do you collect feedback on and evaluate work environments?

<sup>10</sup> Gensler, 2013

<sup>11</sup> Employee Engagement, Steelcase

<sup>12</sup>Forbes, 2020

# What does it look like to use Limeade ONE to support physical work environments?

## My Activities      Custom Activities

**Get** Comfortable, and Get Productive

**Clear** Your Workspace to Clear Your Mind

**Craft** a Success Space

**Strive** for Safety

**Make** Your Space Shine

**Craft** a Success Space at home

**Pulse survey** on needs and preferences in physical workspace

**Meet** with the facilities team and build a custom challenge to explore underutilized resources

**Explore** the on-site walking trails

**Check out** the on-site fitness facility

**Share a picture** of your work set-up

## My Updates

**Have employees share** their work set up on a social channel

**Give the facilities team** writing permission to post to a facilities channel with updates

**Create** a "Meet the chef/dietitian" video

**Video tour** of the cafeteria

**Promote resources** for remote work success

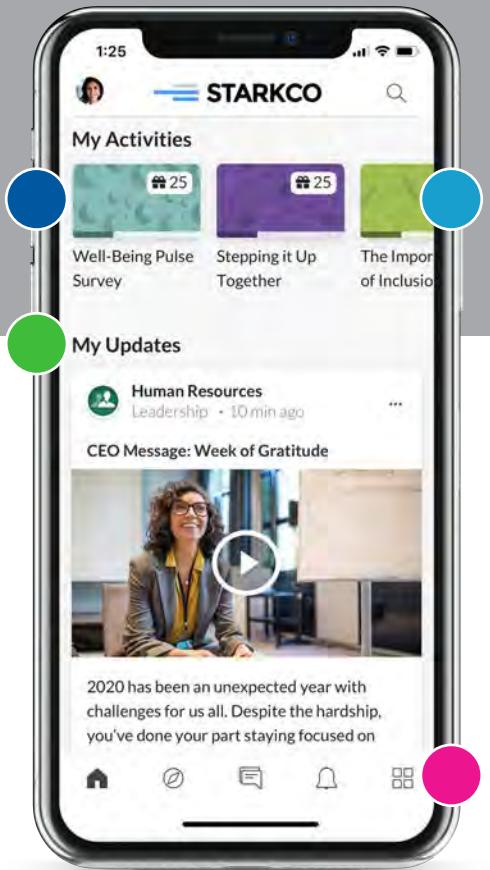
**Share ergonomic** tools and resources

**Give the safety team** writing permission to post key updates and information to safety channels

## Other Actions

**Meet regularly** with key teams and vendors that support physical work environment i.e. onsite catering, facilities team, onsite fitness teams

**Meet with safety team** to collaborate on key initiatives



## My Tools

**Walking** trails map

**Cafeteria** Menu

**Fitness Facility** hours and class schedule

**Submit** a safety incident

**Key phone numbers** to call

**Submit** a helpdesk or IT ticket



# Leaders

## Definition

Primary messengers of business strategy and the importance of employee well-being

## Impact on Employee Experience

Leaders' personal engagement influences the likelihood that your team will be engaged<sup>13</sup>

A consistent top driver of engagement is senior leaders' ability to create excitement for the future of the organization<sup>14</sup>

The registration percentage in our book of business is **8 points higher** among companies with above average "My leaders inspire me" scores, than in companies with lower than average "My leaders inspire me" scores

Employee engagement is based on senior leaders who build trust and confidence<sup>15</sup>

## Customer Example

A public utility CEO partners with the Corporate Communications team to create bite-sized videos delivered through Limeade. Topics vary but generally focus on sharing good things happening throughout the company. Most recently, videos celebrated the children of employees who graduated elementary, middle, and high school last spring.

## Reflection Questions

- What are the types of messages and communication employee receive from formal leaders?
- Which leaders (formal or informal) are 'looked to' for information and support?
- Which leaders are the most vocal and visible to employees?
- Which leaders play an active role in the employee experience?
- How would a new employee get to know the leadership team at your organization?

<sup>13,14</sup> Kincentric, 2019

<sup>15</sup> IBM, 2014

# What does it look like to use Limeade ONE to support leaders?

## My Activities

## Custom Activities

Welcome from Your CEO

Say Hello!

Cheer Someone On

Commit to Successful Habits

Create Camaraderie at Work

How to Spot Burnout

Learn who your leaders are

"Leader Lifehack challenge" — Leader sponsored activity

Connect Leader activities to different departments — for example, have your Diversity, Equity and Inclusion leader sponsor an activity related to their efforts

## My Updates

Leadership videos — regularly post new videos from various leaders covering various topics

Monthly leader information — highlight a specific leader

Video — How Leaders take care of themselves

Empower leaders with writing permission so they can regularly share with the company, or assign a dedicated ghostwriter to publish content on their behalf

Leaders regularly communicate about key company goals and metrics

Poll from leaders soliciting feedback from employees

## Other Actions

Meet with various leaders to share team-level well-being and engagement data

Understand, support and drive awareness to Leader key initiatives

Integrate data on team well-being into every conversation

## My Tools

Ask me anything tool — allow employees to submit questions to the leadership team

- Respond to one a week in My Updates feed

Org chart so employees can understand who their leaders are

Keep Leader biographies in the files tool so employees can easily get to know the leadership team better



# Culture

## Definition

Underlying norms, values, and beliefs of an Organization that drive employee behavior

## Impact on Employee Experience

Organizational culture is the single most important factor in determining an organization's success or failure<sup>16</sup>.

**90%** agree an organization's culture "influences my desire to work there."

**71%** agree "if I had the choice between working at two organizations, organizational culture would be the reason why I would choose one over the other."

**80%** agree "an organization's culture influences whether I want to put in as much effort as I can into my work."

**86%** agree "an organization's culture influences whether I keep working there."

## Customer Example

A children's hospital launched their program with a message from the CEO emphasizing the importance of Well-being.

A company created a custom Featured Activity: "Importance of Taking Time for Yourself" sponsored by their VP of Talent Management.

## Reflection Questions

- What words would you use to describe your organization's culture?
- What is valued at your organization?
- What behaviors are encouraged at your organization?
- How did you learn about the organization's culture?
- Does your organization do work to improve the culture?
- Who is in charge of guiding culture work at your organization?

<sup>16</sup> Deal & Kennedy, 1982

# What does it look like to use Limeade ONE to support culture?

## My Activities

**Read** Your Organization's Values

**How to** Create a Positive Culture at Work

**Connect** Your Role with Your Organization's Values

**Our** Values, Our Culture

**Live** the Values

## Custom Activities

**Culture pulse survey** to better understand how employees feel about the culture

**Promote** key behaviors that align to the company's core values

**Leader** sponsored activities around living the company values

**Target** managers with an activity to discuss the company culture and core values with their team

## My Updates

**Communicate** the culture (from leaders)

**Poll question** asking what employees favorite company value is

**Videos** with leaders explaining each core value and what it means to them

**Survey** employees to understand how well values are lived

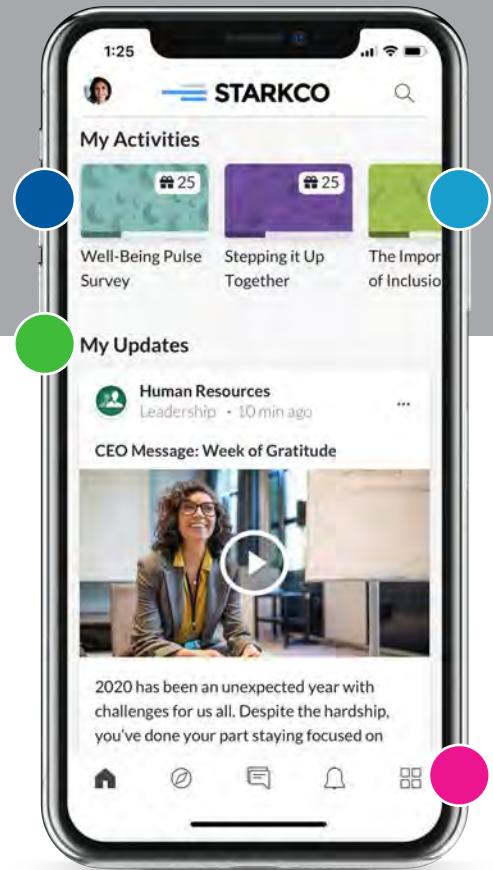
**Share** stories of how employees live out the values

## Other Actions

**Integrate** well-being into the onboarding experience

**Identify and communicate** how and where well-being, engagement, inclusion and care connect to your core values

**Meet** with your Organizational Development team to partner on key cultural initiatives



## My Tools

**Cheers** branded as core values to celebrate living out the culture

**Share** how you're living the values tool

**Brand** cheers to be aligned with core values to integrate culture into recognition

**Create** a company core values document shortcut to ensure employees can always easily find critical culture information



# Strategic Alignment

## Definition

The direct connection between business strategy and people strategy

## Impact on Employee Experience

Strategically aligned organizations (ones where talent strategies are connected to culture and support business goals) outperform organizations that are not strategically aligned<sup>17</sup>.

It is extremely important to make sure the goals (at any level) have a clear connection to the larger team, organization and/or company goals<sup>18</sup>.

## Customer Example

One of our customers mirrored their organization's mission of "Whole Patient Care" to be the guiding principal for their employee experience strategy, "Whole Patient Care for Us". To align their program strategy to this mission they:

- Shifted the budget source — no longer connected to medical
- Created new branding focused on care
- Program was made available to **ALL EMPLOYEES**
- Enabled machine learning to enhance personalization

## Reflection Questions

- How do employees learn about the organization's mission and goals?
- How do employees learn to make the connection between their role and the organization's mission and goals?
- How are organizational goals shared with employees?
- How does the org celebrate wins and communicate the why/how of exceeding goals, underperforming, changes, etc.

<sup>17</sup> Kotter & Heskett, 2011

<sup>18</sup> Chowdhury & Hioe, Latham & Locke, 1984

# What does it look like to use Limeade ONE to support strategic alignment?

## My Activities

**Talk** Up the Values Together  
**Recognize** Employees for Living the Values  
**Connect** Your Role with Your Organization's Values  
**Our** Values, Our Culture  
**Live** the Values

## Custom Activities

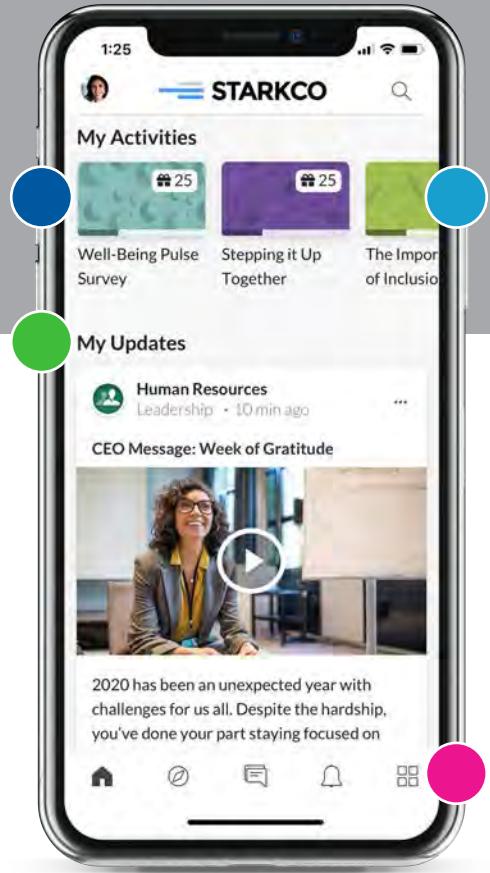
**Learn** about your company history challenge  
**Challenge** employees to take care of themselves and prioritize self-care  
**Target** managers with an activity to discuss the mission with their team  
**Target** managers and leaders to do well-being check-ins with their teams  
**Share** how leaders adjust to new challenges and demands while continuing to prioritize their own well-being

## My Updates

**Promote and educate** on core values  
**Video** - "How leaders take care of themselves"  
**Video** about why Well-Being is important to company success  
**Share** company-wide goals  
**Leaders** share how they take care of themselves and how they connect to the mission  
**Promote** company meetings and town halls using event tools  
**Poll question** asking employees to what extent they understand how their role contributes to the organization's mission

## Other Actions

**Collaborate** across HR teams to connect talent initiatives  
**Personal Well-being and burnout check-ins** are part of performance review  
**Share overall Well-being metrics** with the leadership team so they can better address employee needs



## My Tools

**Company Meeting tool** to capture recordings or notes from key company meetings  
**Keep** a document explaining and company mission in the important files tool  
**Outline** key company goals and initiatives and keep that document in the files tool  
**Confidential feedback** sharing channel



# Tools and Resources

## Definition

An organization's activities, tools, campaigns, platforms and programs

## Impact on Employee Experience

- High performing companies leverage recognition and rewards programs to focus attention on and reinforce employees' achievements in well-being — **4x** than lower<sup>19</sup>.
- Limeade (2020b) research indicates that when employees perceive information to flow freely in an organization and is adequate, that they report better experiences (e.g., less burnout, higher well-being, feel more valued).
- Aon's (2017) report on global engagement site enabling infrastructure as a **top 5 driver** of engagement (an outcome of experience)

## Customer Example

One of our customers is leveraging Limeade ONE to reinvent their annual HR Open Enrollment Roadshow to a virtual one, using campaigns, messages, channels and microapps to share the relevant information with the right employees.

Customers use Limeade to promote webinars from vendors like Employee Assistance Programs to drive utilization and awareness.

A financial services customer utilized Limeade's hub technology to connect with Quantum. Over 2,500 employees signed up.

## Reflection Questions

- List all the tools and resources an employee has access to
  - Is there a place an employee can easily see all of the tools and resources?
  - Which are the most used?
    - How does an employee access them?
    - How does an employee hear about them?
  - Which are the least used?

# What does it look like to use Limeade ONE to support tools and resources?

## My Activities

**We're** Here to Help

**How** Your Program Works

**Download** the Mobile App

**Transitioning** Back to Work Resources

**Pregnancy** - Resources and Support

**Get** Your Flu Shot

## Custom Activities

**Explore** your benefits challenge

**Annual** Enrollment activities

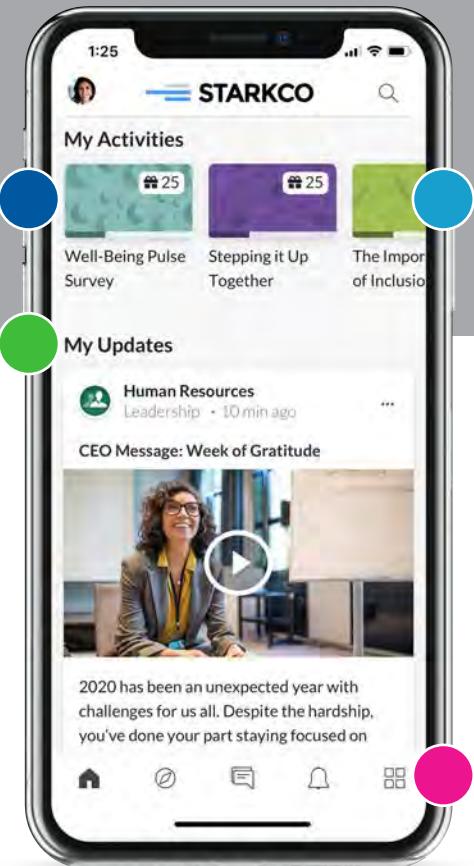
**Promote** COVID related resources for working remotely

**Annual** Enrollment reminders

**Learn** about and explore new benefits

**Target** managers with an activity to discuss annual enrollment and new benefit offerings with their team

## My Updates



## My Tools

**Highlight** specific underutilized resources

**Collect and share** success stories from employees using resources

**Leverage** the campaign feature for big events like Open Enrollment (teaser, happening now, follow-up)

**Events** — promote an upcoming webinar hosted by vendors

**Share** coaching resources available to employees

**Highlight** mental health resources available through employee assistance programs

**Benefits** wallet

**View** and submit days off

**View** your payslip

**Clock** in and out

**Share** open job postings that employees can easily share with their network

**Health Check tool** - to help with safe reentry to the physical workplace

## Other Actions

**Use data** - examine your most under-utilized benefits and resources and promote them through the program

**Invest in strong integrations** with other vendor programs

**Work closely with the Benefits and HR team** during annual enrollment on communication and education of benefits offerings

# Want to Learn More?

## Managers

- Limeade Managers Matter
- Limeade Manager POV
- Manager Tip Sheet

## Teams and Peers

- Science of Behavior Change
- Well-being & Engagement Report

## Social Networks

- Champion Network One Pager
- Champion Network Support

## Leaders

- The WholeEmployee: What every HR Leader Should Know
- Why Work-Life Balance is Dead
- Practical Guide to Employee experience
- 2020 Employee Care Report: The hidden causes of turnover

## Culture

- Ebook: Intentional Culture as a Competitive Advantage
- How to be a Culture Architect
- Webinar on Demand: How to Protect your Culture in time of Crisis
- Webinar on Demand: How to be a Culture Architect

## Strategic Alignment

- The Limeade Results Model Overview
- Worksheet: Demonstrate Value and Business Results
- Science of Care ebook
- Burnout 2020: Prevention and Recovery E-book

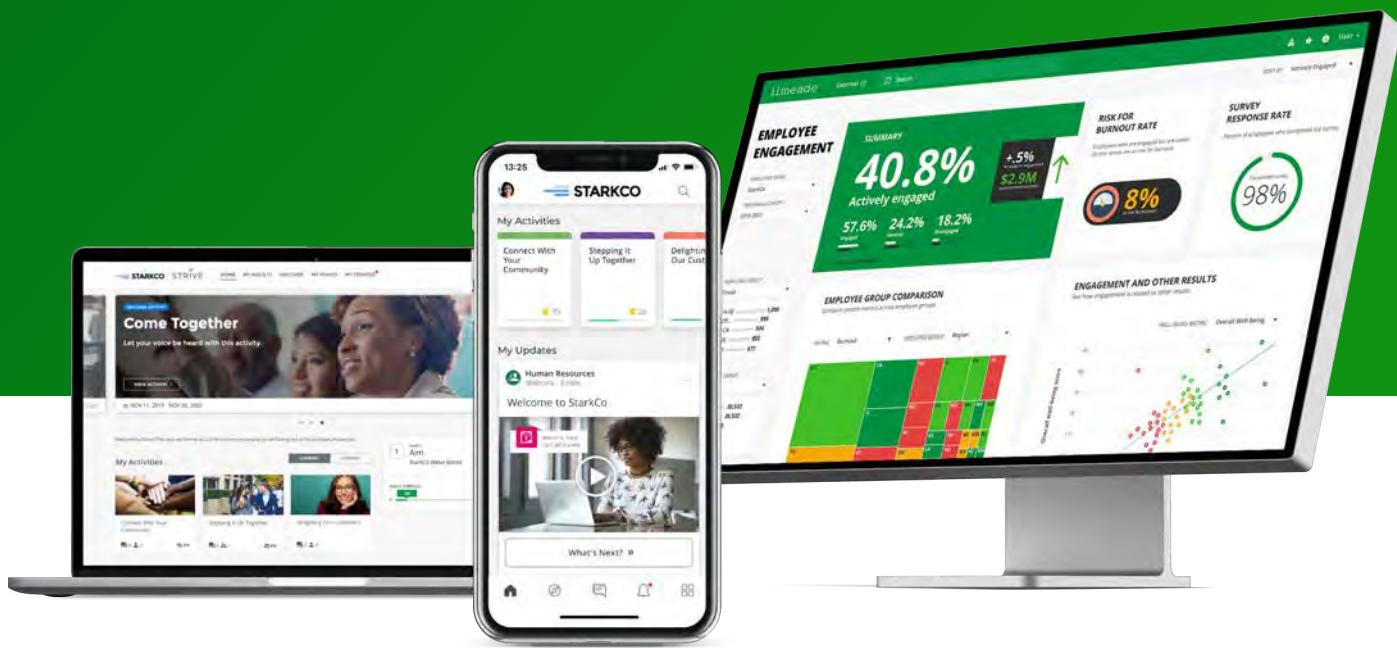
## Tools and Resources

- The Power of Reaching Your Entire Workforce
- Employee Communications and the Work-From-Anywhere Revolution
- Structuring Your Comms Plan
- HR in the Digital World

# Limeade is an employee experience software company that helps build great places to work.

The Limeade platform unifies employee well-being, engagement and inclusion solutions with industry-leading communications capabilities. Recognized for its own award-winning culture, Limeade helps every employee know their company cares.

To learn more, visit [www.limeade.com](http://www.limeade.com).



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