

The Employee Experience Genome Project v2



Everything you need to start talking about
employee experience and engagement

joyous

Contents

EX Background	3
Why we don't ask people about leader behaviour	4
The EX Genome Model	5
Changes in this version of the EX Genome	6
Using this document	8
How EX Genome conversations work in Joyous	9
Culture and Environment	10
Improving Culture & Environment at work	12
Clarity	13
Responsibility	14
Physical Environment	15
Fairness and Inclusion	16
Improving Fairness & Inclusion at work	18
Belonging	19
Opportunity	20
Fairness	21
Well-being.....	22
Improving Well-being at work	24
Support	25
Security	26
Workload	27
Engagement.....	28
Immersion	30
Energy	31
Dedication	32
eNPS	33
A really quick introduction to Net Promoter Score	34
eNPS	35
Conversation order	36
References	40
Contributors & thanks	43
License	44

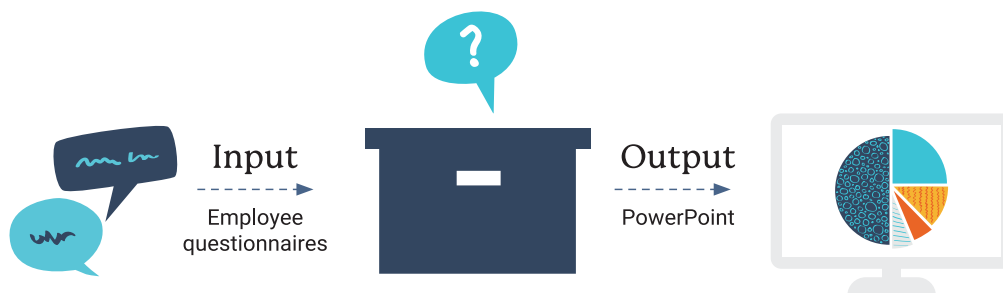
The Employee Experience Genome Project is an open-source research project. Its core is a set of conversations that help people at work talk about their experiences and engagement.

EX Background

The employee engagement industry has historically been a 'black box'. Defined only by its input and output; no knowledge of its internal workings required.

The input to the employee engagement black box is usually a long list of survey responses. The output is a PowerPoint presentation to key executives. The engagement industry sells the idea that the black box is full of their secret proprietary knowledge: employers should only be interested in the input and output.

The purpose of the Employee Experience Genome project is to remove the black box. To uncover the science of measuring employee experience and engagement. And to make that science easy to understand so leaders can use it to unlock more transparent, more productive workplaces.




Employee Experience is everything people encounter, observe or feel at work. Employee Engagement is the emotional commitment people have to their workplace.

Why we don't ask people about leader behaviour

Almost everything people experience at work is the outcome of leadership decisions. So it is very tempting to focus employee experience feedback on leadership behaviors. Like 'trust', or 'modeling the way'.

But most people aren't interested in leadership behaviors; they care about the outcomes of leadership. Things like clear objectives, fair treatment, or job security. By understanding those outcomes, you can infer leadership capability.

Focusing on outcomes lights the path for leaders to improve. For example, if a team feels that their objectives are unclear, their leader can work on setting clearer objectives. Simple. Asking blunt questions about leadership is much more likely to just bruise egos without improvement.



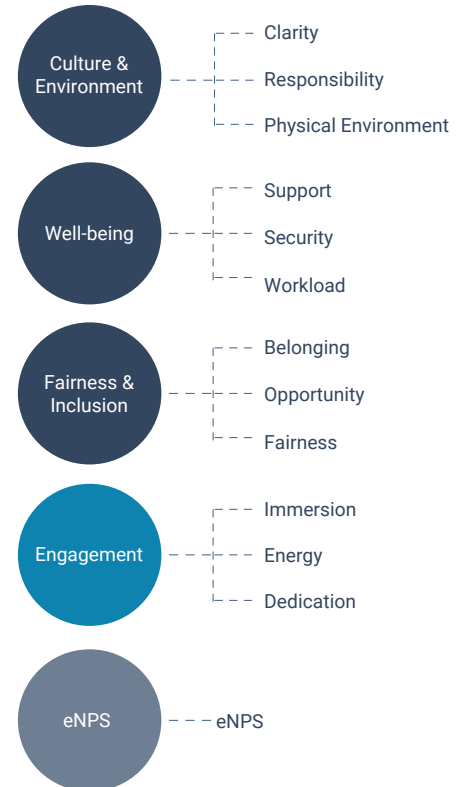
60% of U.S. employees said their employer gave them a way to provide feedback about their own employee experience, but only 30% said their feedback was acted upon ([Qualtrics](#))

The EX Genome Model

The link between experience and engagement is simple. People's engagement levels are the outcome of their experiences at work, and more engaged people put in more effort. Employers care about engagement because it predicts future organizational performance, so designing a great employee experience is worthwhile. It drives results and creates a more happy and productive team.

The Employee Experience Genome project breaks Employee Experience into three categories. These categories group the experiences that most impact a person's engagement. They are Culture and Environment, Fairness and Inclusion, and Well-being. Each of these categories has three sub-categories, and each of those has a set of conversations that help people at work talk about their related experiences.

Engagement is in its own category outside of Employee Experience; it also has three sub-categories that each have related conversations. The final area we look at is eNPS, which is specifically concerned with how likely people are to recommend their workplace.



Changes in this version of the EX Genome

One of our key objectives is making sure people are immersed in conversations in the long term. That's why we encourage organisations to make giving feedback optional instead of requiring people to participate.

We've used the EX Genome v1 content in a number of large enterprises around the world over the past year. Along the way, we've collected feedback from our customers and working people about the conversations within the set and have made some important changes.

As we send each conversation, we see an expected drop in immersion over time. This is particularly true for organisations that go beyond their second EX Genome cycle. We call this conversation fatigue. We have a theory that seeing the same questions repeatedly is contributing to this fatigue. People need more variety to stay immersed!

What we've done to keep people engaged in giving feedback

For v2 we've created two additional conversations for each of our 12 sub-categories to add a greater variety of topics and talking points. Eight of the 24 additions are not in the typical format: we've incorporated humour into the email subject lines, content, and rating scales. We're sure this will encourage people to rejoin conversations, and give them a bit of cheeky, light-hearted entertainment - spreading Joy so to speak!

New conversations

Although some of the new conversations are intentionally different, they still measure key aspects of employee experience within their associated categories.

We've switched up the style so that people rate a question instead of a statement. We use humour in the copy - starting from the subject line - to entice users to begin their conversation journey. And we've kept the feed view formal so that serious conversations can still take place.

Email subject line and conversation updates

All of the email subjects and free-text conversation starters have been updated.

The conversation starters now sound like they're coming from a manager rather than the organisation. This change makes them more actionable and holds managers more accountable for participating in conversations with their direct reports. Conversation starters have also been phrased in a way that encourages people to respond regardless of how they rated the initial statement.

Email subject lines have been updated so that they're more personal and give people a sense of the conversation topic within the email.

Category-specific changes

There have been changes to conversations in most categories - you'll find more specific information throughout the document.



Joyous

To: Kaiyena Crow

Your experience of the [org]
systems and processes



On a scale of sandpaper to silk...

**How smooth are the
systems and processes
you use in your role?**



0 - Sandpaper

10 - Silk

9

**How smooth are the systems
and processes you use in
your role?**



What is one thing you would
change to help you perform
better?

Using this document

The Employee Experience Genome Project shows you how to unlock each of the three key categories of employee experience: Culture & Environment, Fairness & Inclusion and Well-being, along with Employee Engagement and eNPS.

It is designed as a reference guide that:

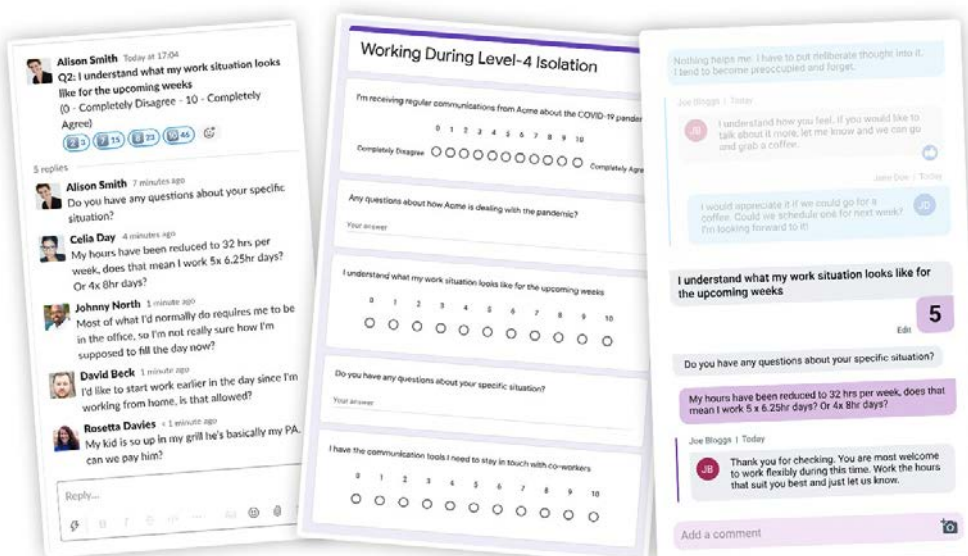
- Introduces each category and its relationship to employee experience
- Explains each category's importance to people at work
- Breaks the categories into measurable parts, each with associated conversations
- Gives managers and leaders practical tips for improving employee experience

You don't have to use Joyous to start these conversations: your team communication or survey tool of choice will also work. Just make sure you collect insights and take action based on the feedback you collect!



“If we keep asking employers to solve problems, we perpetuate a system that always lets employees down. When do we say that it’s up to employees to own their EX, and that the best companies will listen?”

– Laurie Ruettimann



Slack: Ask people to 'react' to the question posted with number emoji from 0 - 10, then put the follow-up question below.

Google Forms: Setup the initial questions as linear scale, and then the follow-up as an open text question.

Joyous: We present the first question as a number rating only, then follow-up with a chat-like conversation.

How EX Genome conversations work in Joyous

Each week, Joyous sends people one conversation from the set via email or SMS. This conversation contains two parts: a statement that they rate on a scale of 0 - 10, followed by a conversation starter. Most statements look like this:

Do you agree or disagree with this statement...

I feel trusted to do a good job.

0- Strongly Disagree. 10 - Strongly Agree

Can you think of a recent time when you didn't feel trusted to do a good job?

People can answer the rated statement right from the email or SMS inbox by clicking on one of the numbered buttons. This will take them to their individual feeds where they can answer the free-text conversation starter that follows.

When someone responds to a conversation starter, their manager* will receive a notification (again via email or SMS) telling them they have a comment awaiting a response. From there, managers can have a conversation with that person about that topic. People will receive a notification each time their manager responds to their comments (just like Messenger or WhatsApp).


We send each conversation once within a one-year cycle. Then the cycle repeats.




"Employee feedback is more than a listening tool. It's an anchoring tool. It's a reminder of true north. Your questions should provide a normative example of how people should behave."

- James Gallman

*Joyous supports direct and dotted line relationships, so notifications can go to direct managers, scrum masters, tribe leads, chapter leads etc - whoever is set up to receive them.

 Joyous
To: Kaiyena Crow

Concentration



Kaiyena, do you agree or disagree with this statement...

I find it easy to concentrate on my work

0 1 2 3 4 5
6 7 8 9 10


0 - Strongly Disagree 10 - Strongly Agree


I find it easy to concentrate on my work

3


When you feel really focussed at work, what are you most likely to be doing?

I'm likely to be concentrating on inspections. I do get a lot of last minute meeting invites though; responding to them derails me a bit.



Add a comment 

I'm likely to be concentrating on inspections. I do get a lot of last minute meeting invites though; responding to them derails me a bit.



That's no good. Feel free to mute your notifications while you're on site. I'll send out team comms on this too - no more last minute invites.

I didn't know we could mute notifications! I'll do that, thanks.

Let's do coffee next time you're back - I'd like to pick your brain about this.

A photograph of two people sitting at a wooden table in a casual setting, possibly a cafe or office. The person on the left is seen from the side, wearing a grey long-sleeved shirt and blue jeans, with their hair in a bun. The person on the right is a woman with long blonde hair and glasses, wearing a white sweater and blue jeans with a tear, laughing heartily while holding a white mug with a cartoon character. A laptop is open on the table, and another blue mug with a dog illustration is also visible. A dark blue circular graphic is overlaid in the center, containing the text 'Culture and Environment'.

Culture and Environment

Culture and Environment

Culture is your work community's norms, practices and behaviours. It gives people a sense of your business' purpose, values, expectations, and goals. Environment is the combination of the physical workspaces, materials, systems, processes and even the other people that your team uses throughout their work day.

We group Culture and Environment together because they are the resources that people need to do their jobs well. If you get Culture and Environment right you will empower your teams. Get it wrong and you will limit them.

Part of leading people is ensuring that they have the resources that they need to do their jobs well.

Resources has a specific meaning in this context.

Physical

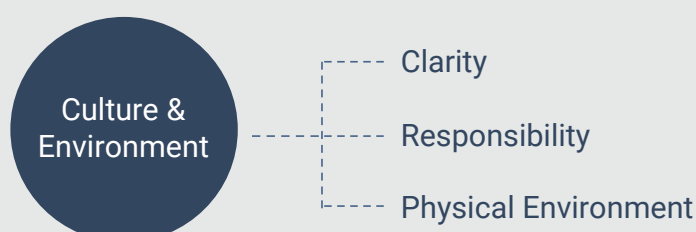
The physical resources are easy to understand. They include job-related tools, technology, workspaces, systems, processes and people resources. They help your team create, innovate and feel safe.

Social & psychological

These resources are equally important and stem from your work culture. They include trust, open communication, autonomy, responsibility, accountability, clear role expectations and understanding how each role fits in with the organisation's mission. These help people feel connected and committed to your organisation.

Having the right culture and environment empowers a team. People have the tools and workspaces to do great work, they are clear on what is expected of them, and they feel accountable for their own output.

We break Culture and Environment into three sub-categories: Clarity, Responsibility, and Physical Environment.



47% of people actively looking for new positions say company culture is the main reason (Hays)

52% of HR pros cite management buy-in as the biggest barrier to strengthening culture (CultureIQ)



Improving Culture & Environment at work

Encourage flexibility

Let people experiment with new ways to reach their goals. This promotes innovation and creativity. People who feel responsible and accountable for their work will put in more effort.

Join the dots

Show people that their work matters and help them understand how they contribute to the organization's success, vision, and purpose.

Be clear

Make sure everyone knows very clearly what's expected of them, how success is measured, and what will be rewarded. Refer to this information when you review performance.

Evaluate your resources

Create a safe and accessible workplace. Make sure your culture and environment encourage people to flourish, and that nothing causes them unnecessary stress. Look at the trade-offs between the cost of the people resources, tools, technology and equipment you provide and the productivity that results.



“When staff believe in company values, they feel a strong sense of engagement as they work towards a common vision. The idea of carrying out meaningful work gives them a sense of purpose, and when this aligns with their personal values, it often leads to a positive employee experience.”

– Jamie Finnegan

Clarity

When people know why their work matters, they have a sense of purpose and are motivated to commit to the business's vision and goals. People who have clear expectations and guidelines for success are more likely to produce work in line with those standards.

Enabling clarity

Sit down with your team and explain how their work helps your business succeed.

Create a document with standards and expectations for all team members, and give everyone access to it.

Changes in this version

We've shifted the phrase 'I understand' to 'It is clear' so people don't feel like they are rating their own intelligence or performance but rather rating the clarity of different aspects of their role and their organisation.

We've condensed the expectation question so that it measures one concept rather than two.

We've added a new conversation that allows people to talk about the communication of business goals and strategies. This conversation is unique in that it offers people a chance to ask their CEO (or most senior leader) a question.

This is a really great opportunity to create conversations between top senior leaders and people in the organisation they typically wouldn't speak to. Although it may be impossible to speak to every person directly, one idea is to pick out 10 or so of the top comments and address them publicly. Addressing these publicly enables transparency and allows people to see that their top senior leaders are responsive.

We've also added a new conversation that allows people to discuss any upcoming work.

It is clear how my role contributes to the success of ACME.



Can you think of someone or something that benefited from the work you did this month?

It is clear what I need to be working on over the next [three months].



Is there anything you'd like to discuss about your work?

Business goals and strategies at ACME are clearly communicated to me.



If you could ask [most senior leader's name] any question about the business, what would you ask?

On a scale of mud to spring water...
0 - Mud 10 - Spring Water

How clear are your role expectations?



Do you have any questions about your role and responsibilities?

Responsibility

Autonomy helps people cope with their job demands and allows them to achieve work goals the way they feel is best. It can also reduce psychological strain and enable creativity, innovation, personal growth, and development. Giving people responsibility for their work creates accountability and encourages them to put in more effort.

Enabling responsibility

Give your team goals, but let them choose their own ways to get there. Include your team in discussions and decisions regarding their work.

Encourage people to take moderate risks and be creative and innovative in their roles.

Changes in this version

The term 'freedom' has been replaced with 'opportunities' to accommodate roles that are very structured.

We've added a new conversation that allows people to talk about whether they feel trusted to perform their role to a high standard. This gives people an opportunity to talk to their leaders about past experiences where they didn't feel trusted to do a good job.

We've also added a conversation that allows people to talk about the responsibility they have in seeking their own resources.

Employees who claim their managers regularly acknowledge them for good work are 5 times more likely to stay ([Qualtrics](#))

I have opportunities to perform my role the way I think is best.



Is there anything you'd like to do differently in your role?

I feel responsible for my own performance.



Can you think of a recent time when something out of your control affected your performance?

I feel trusted to do a good job.



Can you think of a recent time when you didn't feel trusted to do a good job?

I seek the help and resources I need to perform my role well.



Can you think of a time when a lack of help and resources affected you?

Physical Environment

A physical work environment should enable creativity and innovation whilst providing a sense of comfort and safety. Creating quality workspaces, providing access to people resources, tools and technology, and developing efficient systems and processes will ensure that people have all the necessary physical resources to perform their jobs effectively.

Enabling the physical environment

The physical environment can have a major impact on motivation and satisfaction. Review your workspace's accessibility, air quality, lighting, temperature, air conditioning, surfaces, color, noise, and distractions. You'd be surprised how many people are affected by the air temperature.

Consider both functionality and design when buying tools and equipment and developing systems and processes. Ask your team members what they need to do their work and reach their goals.

Changes in this version

Workspace has been updated to workspaces to prime people into considering all of the spaces they interact with at work rather than just their workstation.

The structure of the tools question has been updated so it primes people to think about the quality of their tools rather than just whether or not they have the tools they need.

We've added a new conversation that allows people to talk about the systems and processes they use in their role and whether these systems and processes need updating to enable them to work more effectively.

'The physical workspace' has been changed to 'My physical workspaces' to accommodate working people who do not necessarily work in a consistent environment.

We've also added a conversation that allows people to talk about the people resources available to them during busy periods of work.

My physical workspaces allow me to perform my role well.



What is one thing would you change about your work environment if you could?

The tools, technology, and equipment at ACME allow me to perform my role well.



Would anything help you perform your role better?

There are always people available to help when work gets busy.



Can you think of a time when there weren't people available to help?

On a scale of sandpaper to silk...

0 - Sandpaper

10 - Silk

How smooth are the systems and processes you use in your role?



What is one thing you would change to help you perform better?

A photograph of three women in a collaborative workspace. One woman stands in the center wearing a floral dress and glasses, looking down at the table. Two other women are seated at a wooden table, one on the left with curly hair and a black top, and one on the right with braids and a white shirt. They are surrounded by architectural blueprints, a laptop, and a brown paper bag with colorful animal cutouts. A large dark blue circle with white text is centered over the image.

Fairness and Inclusion

Fairness & Inclusion

Fairness (also called organizational justice) is the extent to which people think procedures, rewards and interactions at work are unbiased. Inclusion is how valued people feel at work, based on the way others treat them.

Fairness and Inclusion are comparative. At work, we compare how we are treated and what we experience with how others (in a similar position) are treated and what they experience.

Fairness and Inclusion is the foundation on which great employee experience is built. People who are included in decisions and given opportunities to develop will put in

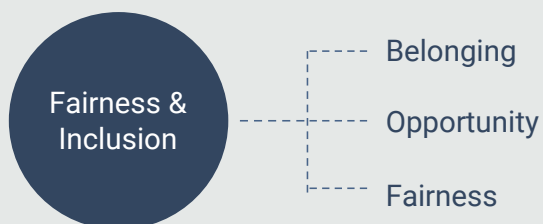
greater effort.

People who are respected, valued, and have their work fairly recognized are more likely to be highly motivated.

The flip side is grim. If people think they are treated unfairly and frequently excluded, they are more likely to engage in counterproductive work behaviours. These can include theft, vandalism, intentional idleness, absenteeism, fraud, withdrawal, or exit behaviours.

Fairness and Inclusion is a spectrum. Getting it wrong disheartens and discourages. Getting it right creates the basis for a motivating employee experience.

We break Fairness and Inclusion into three sub-categories: Belonging, Opportunity and Fairness.



"As small children, we innately learn to have a sense of justice. We want things to be fair for ourselves and for those around us. What makes for an awful employee experience is when our sense of justice is thrown off by bad management decisions."

– Tim Sackett



Improving Fairness & Inclusion at work

Eliminate bias

Make sure your procedures for decision making and rewarding performance are free from bias. Give your team access to this information.

Build a support network

Nominate someone, or somewhere, people can go to for support if they feel they're being treated unfairly.

Listen

Encourage people to share their opinions and help make decisions about things that matter to them.

Talk to your team

Have regular meetings with your team to discuss progress and outcomes. Take the opportunity to appreciate, recognize and reward people for their work.

Belonging

Belonging improves well-being and creates a sense of safety and purpose. People who feel safe are more comfortable sharing opinions and ideas with their teams. This helps them feel like they are valued contributors, accepted, and respected. According to a large study performed by [Google](#), psychological safety is the number one predictor of high-performing teams.

Enabling belonging

Encourage your team to spend time together; hold retrospectives, team lunches, and social events.

Create rules around meetings so everyone feels comfortable contributing. Let everyone have a turn to talk or present, discourage people from interrupting or talking over others.

Changes in this version

The term 'the team' has been updated to 'a team' to accommodate people that work in agile environments that may have more than one team.

We've condensed the psychological safety question so that it measures one concept rather than two.

We've added a new conversation that allows people to talk about their connection to the wider team. This gives people an opportunity to mention teams or specific people they would like to connect with or get to know a bit better.

We've also added a conversation that allows people to talk about the types of discussions and activities they feel most comfortable participating in.

I feel like I'm part of a team.



What helps you feel like part of a team?

I feel comfortable sharing my ideas.



Do you have any ideas that you'd like to share?

I feel connected to the wider ACME team.



Are there any teams or people across ACME that you'd like to get to know better?

I feel comfortable participating in [team] discussions and activities.



What discussions and activities do you feel most comfortable taking part in?

Opportunity

Inclusion promotes idea-sharing, collaboration, creativity, and innovation. Being included in decision-making helps people feel like they're an important part of the team. Development opportunities foster job satisfaction and can reduce the psychological strain of job demands.

Enabling opportunity

Invite people to meetings and include them in communications that concern their jobs.

Hold retrospectives to discuss progress and developments and encourage all team members to have a say. Budget for professional development and allow people to pursue opportunities in work time.

Changes in this version

We updated the decision-making question so that it's more specific and references decisions that affect one's role.

We've updated the phrase 'opportunities to learn and develop' to 'opportunities to grow and develop' so that it primes thinking around professional development. It also allowed us to ask a new question that was more specific to learning opportunities.

We've added a new conversation that allows people to talk about how often they learn something new. This is an opportunity in itself for people to specify the things they would like to learn over the next [six months].

We've also added a conversation that allows people to talk about the opportunities they get to discuss their own progress and development.

I have opportunities to help make decisions that affect my role.



Are there any discussions or decisions you'd like to be a part of?

I have opportunities to grow and develop.



Are there any training or development opportunities you'd like to take part in [over the next six months]?

I have opportunities to discuss my progress and development.



Is there anything you'd like to discuss?

On a scale of solar eclipses to sunrises...

0 - Solar Eclipses

10 - Sunrises

How often do you learn something new?



If you could learn anything in the next [six months], what would you like to learn?

Fairness

Perceived fairness drives organisational commitment, job satisfaction, and positive well-being. When someone feels they are being unfairly treated by their supervisor they are more likely to engage in counterproductive work behaviors.

Enabling fairness

Ensure that you distribute rewards fairly, especially between people in similar roles or doing similar work. Recognise people for their results, suggestions, service, achievements, effort, or extra-role behaviours. Treat people respectfully and thoughtfully; don't gossip, spread rumours, or disclose confidential information.

Changes in this version

We've removed 'Compared to my co-workers' from the recognition question as this part of the question did not resonate with working people. We also changed 'recognition' to 'appreciation' so people are primed to think of recognition beyond financial rewards.

We've added a new conversation that allows people to talk about whether they feel valued in their role. This gives people the opportunity to specify how they like to be recognised or appreciated for their contributions.

We've also added a conversation that allows people to talk about feeling heard. There is a big difference between voicing your thoughts and actually feeling that your thoughts are heard. Though people may be given the chance to express their thoughts, it's not guaranteed that those thoughts will be heard.



"Let's talk inclusion. Company culture is not 'the way we do things around here' but rather the way leaders 'allow things to occur'."

– Sandy Burgham

I feel appreciated for the work that I do.



How do you like to be appreciated for your efforts?

I'm treated with respect at ACME.



What does respect mean for you in your role?

I feel like a valued member of the ACME team.



Feeling valued - what does that look like for you in your role?

I feel heard when I share my thoughts.



Can you think of a time when you didn't feel heard?



Well-being

Well-being

Well-being refers to the psychological functioning of people in the workplace and is best described as a spectrum. Languishing working people are on the left or negative end of the spectrum and flourishing on the right or positive end.

Languishing refers to people who aren't feeling positive and aren't functioning well. It's important to note that these people don't necessarily have the presence of an illness or ailment. Flourishing refers to people who are feeling positive and functioning well.

To enable people to flourish, you must provide them with health-protecting resources such as support, feedback, flexibility, safety, and security. These resources help to buffer the negative effects of job demands such as workload, deadlines, and extended hours. The more resources you provide, the less likely your working people are to suffer from job-related stress and burnout.

The aim of great employee experience design is to move everybody to the right of the spectrum.

People who are neither languishing nor flourishing also need resources to flourish. When people are flourishing they are up to 30% more productive, take fewer sick days, are more creative and innovative, and exhibit fewer exit behaviours.

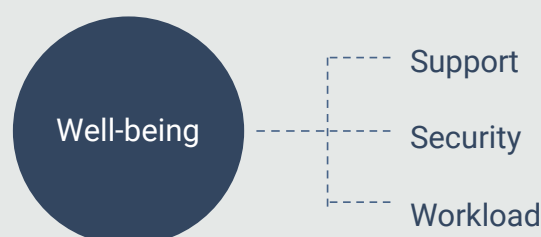
Providing the right resources protects and motivates. A lack of resources can be health impairing and discouraging.



“If we want the best of people, we need to give them our best even when we’re not at our best. Apologies work, saying I’m sorry works, listening to others when they’re not having a great day works. Turns out, empathy works.”

– William Tincup

We break Well-being into three sub-categories: Support, Security and Workload.



Improving Well-being at work

Be supportive

Make support resources freely available. Make sure your team knows where to go and who to talk to if they need help at work.

Talk with your team

Check in with your team regularly to see how they're feeling. Do they have a good work-life balance? Do they feel safe at work and secure in their role? Are they coping with their workload?

Be healthy

Promote positive behaviours: provide healthy snacks and drinks, allow gym time, don't put heavy demands on people outside office hours.

Give feedback

Give people regular feedback on their performance and show appreciation for their work. Make sure they're being treated fairly and can contribute to things that matter to them.



"Employee wellness is ultimately a performance capacity issue.

When employees are unwell physically, mentally, emotionally, or otherwise; they simply can't be their best. Their performance is limited before they even show up to work. Wellness is how you unlock each employee's full potential to perform."

- Jason Lauritsen



Support

Support helps people cope with their work demands and achieve their goals. It also enables personal growth and development.

Enabling support

Document your support contacts and procedures, and give this information to people when they start working for you. Make sure the document is kept up to date and is available to everyone at all times.

Changes in this version

We've updated the 'Someone at work' question so that it references support throughout the entire working environment rather than implying support from one person.

We've replaced the question about support visibility as people weren't sure which type of support the question was referring to. We've replaced it with a question about feedback, which is another important form of support. This allows people to specify how they like to receive feedback.

We've added a new conversation that allows people to talk about what it looks like when they're not okay and need additional support.

We've also added a conversation that allows people to talk about mental well-being in the workplace.

Two-thirds of workers believe their job is having a significant impact on their mental and behavioral health.
([Mental Health America](#))

There are people at ACME that create a supportive working environment for me.



Are there any challenges you face in your role that you'd like more support with?

I receive feedback [from my peers and leaders] that helps me understand how I can improve.



How do you like to receive feedback?

People at ACME are quick to offer support when I'm not okay.



Help us recognise when you aren't feeling okay. What should we be looking out for?

I feel like ACME really cares about my mental well-being.



What is one thing ACME can do to support your mental well-being?

Security

Feeling safe while working is not only important for physical well-being but also mental well-being. Similarly, feeling secure in your role, feeling good about where your career is heading, and feeling confident in the company direction are also important also important for mental well-being. Insecurities about safety or career progression can cause stress and anxiety which may ultimately lead to burnout.

Enabling security

Be open with your team about their career and explain any reasons their role may not be progressing.

Review your workspace for risks and hazards. Correct any safety concerns.

Changes in this version

We replaced the question about job security as it may come across as insensitive to those experiencing restructures and redundancies. Instead we've created a question that allows people to voice any concerns they may have.

We've added the term 'physically' into the safety question to make it more specific. Given we have a question that measures psychological safety, we felt it was appropriate to have a question that measured physical safety as this can have a significant effect on stress levels at work.

We've added a new conversation that allows people to talk about their visibility of career paths. This allows people to discuss any short and or long-term career goals and gives organisations an indication of whether their team members see a future with them.

We've also added a new conversation that allows people to express how they feel about the company's future and highlight things they'd like to see in their own future with the company.

I feel comfortable voicing any concerns I may have.



Do you have any concerns you'd like to share?

I feel safe at work.



What is the most important thing that can be done to keep you safe at ACME?

The direction ACME is heading feels good to me.



What is one thing you would like to see in your future with ACME?

On a scale of snow storm to summer day...

0 - Snow Storm

10 - Summer Day

How clear is your career path at ACME?



Do you have any short-term or long-term career goals?

Workload

When there's a good balance between work demands and other aspects of peoples' lives, they can enjoy work while also enjoying the other things they love. A workload imbalance negatively affects people at work and home, causing stress, anxiety, exhaustion, illness, and burnout.

Enabling workload

Consider flexible working hours and arrangements: let people work from home if their job allows it.

Make it safe for people to say no to new requests if they're already working at full capacity.

Changes in this version

We've condensed the question about workload so that it measures one concept: the manageability of workloads.

We've added a new conversation that allows people to talk about the flexibility of their working arrangements. This offers people the opportunity to specify their ideal way of working.

We've also added a conversation that allows people to talk about time pressure.

Employees who say their manager consistently helps them manage their workload reported they were eight times as likely to stay with their current employer.
(Qualtrics)

I'm satisfied with the balance between work and other aspects of my life.



What is one thing that would help you keep a healthy balance between work and home?

My workload is manageable.



What is one thing that would help you keep on top of your workload?

I have the time I need to deliver quality results.



Can you think of a recent example when you didn't have the time?

On a scale of stainless steel to Olympic gymnast
0 - Stainless Steel 10 - Olympic Gymnast

How flexible are your working arrangements?



What is your ideal way of working?

A photograph of a person working at a desk in an office. The person is seen from the side, looking at a laptop screen. The laptop is on a stand and displays some code or text. In the foreground, there is a yellow piggy bank with large eyes. The word "Engagement" is written in white text inside a dark blue circle. The background shows a window with blinds.

Engagement

Engagement

Employee engagement is a measure of the emotional commitment people have to your business and its goals. Simply, engaged team members care about their work and their company and are more likely to do all the things that make your business great - from serving customers to inventing new products...everything! An engaged workforce drives business performance.

Engagement is persistent; it takes more than one bad or good day to change how engaged someone is in their work.

Think of an engaged team member like a dedicated sports fan. They'll be disappointed if their team loses, but they won't stop being a fan. An engaged team member will still be committed to their job and your business even if they have a bad day. But if every day is bad, even the most engaged team member will stop being a fan...

Improving engagement at work

How do we improve engagement? By improving the things we can directly influence: culture, environment, fairness, inclusion, and wellbeing.

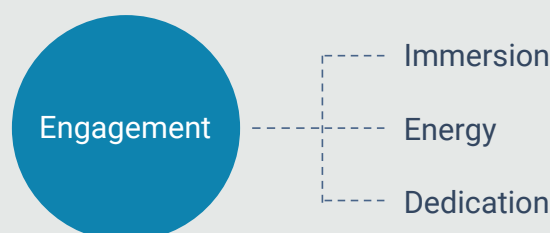


"Engagement is not just an outcome but a precursor to many important business measures: performance, work-related wellbeing, productivity, job satisfaction, and absenteeism to name a few".

- Laura-Jane Booker

The engagement questions are based on items from the Utrecht Work Engagement Scale but adjusted to fit a working environment.

We break Engagement into three sub-categories: Immersion, Energy and Dedication.



Immersion

People who are immersed in their work are fully concentrated and happily engrossed. They don't notice the time passing and can have difficulties detaching at the end of their day. People who are immersed or absorbed are also likely working to their strengths and using the knowledge, skills, and expertise they have developed over time.

Enabling immersion

Work out which tasks elicit the most focus or engagement from your team. Try to schedule these tasks strategically between periods of work that isn't so desirable..

Changes in this version

We've added a new conversation that allows working people to talk about their strengths and whether these are being utilised well or could perhaps add value to other areas of the business.

We've also added a conversation that allows people to talk about any particularly easy or difficult elements of their role.

Teams that address engagement needs in their everyday work outperform bottom teams by an average 20% in sales and 10% in customer engagement
(Gallup)

Disengaged employees cost organizations between \$450 and \$550 billion annually
(The Engagement Institute)

I find it easy to concentrate on my work.



When you feel really focused at work, what are you most likely to be doing?

My role makes good use of my skills, knowledge, and experience.



Are there any other areas where you could add value?

I feel there is a good balance between my skills and the difficulty of my role.



Are there any aspects of your role that are too easy or too difficult?

On a scale of watching paint dry to watching Netflix...

0 - Watching Paint Dry 10 - Watching Netflix

How quickly does time go by at work?



When you find that time is passing slowly, what are you most likely to be doing?

Energy

Energy refers to how people feel throughout their workday. High levels of energy, vigour, enthusiasm, enjoyment and mental resilience are linked to engagement.

Enabling energy

Work out the things that most influence your team's energy levels. These are what will positively or negatively influence whether your team remain engaged.

Changes in this version

We've updated the question about energy as responses to this question typically referenced elements outside of work that affected energy levels. Instead, we've adjusted the question so that it references energy at work.

We've added a new conversation that allows people to talk about what a great day looks like for them and thus what kind of day is going to produce the most engagement.

We've also added a conversation that allows people to talk about the things they enjoy the most at work.

I feel good about how my time and energy are used in my role.



What is one way you would help ACME operate better?

I'm motivated at work even when things are challenging.



Can you think of a recent time where you struggled to find motivation in your role?

I enjoy my role.



What do you find enjoyable at work?

On a scale of 😞 to 😊

0 - 😞 10 - 😊

How do you typically feel during your work day?



What does a great day look like for you?

Dedication

People who are dedicated are strongly involved in and strongly identify with their work because it is important, meaningful, inspiring, and challenging. People who are highly dedicated experience a sense of significance, inspiration, pride, and challenge from their work.

Enabling dedication

Talk to your team about the aspects of work they identify with and whether they'd like to be challenged further.

Changes in this version

We've adjusted the questions about pride and inspiration as these did not resonate with our working people.

We adjusted the pride question so it instead referenced personal achievement and allowed people to talk about the things they want to achieve in the near future.

We adjusted the inspiration question to reference challenge in one's role and enable people to talk about recent challenges they may have experienced.

We've added a new conversation that allows people to talk about whether they find their role fulfilling. We've also added a conversation that allows people to talk about what's most important to them at work.

Meaningful work is the single largest contributor to a positive employee experience (27%) ([Globoforce](#))

My role gives me a sense of personal achievement.



What is one thing you want to achieve between now and [next year]?

My role challenges me in a way that leads to personal growth.



Can you think of a recent challenge that led to personal growth?

The work I do is important to me.



What aspects of your work are important to you?

On a scale of unused gym membership to conquering Everest...

0 - Unused Gym Membership 10 - Conquering Everest

How fulfilling is your role?



What is the most fulfilling part of your role?

A photograph of two women sitting on wooden stairs, smiling and looking at a smartphone held by the woman on the left. Both women are wearing light green aprons over their shirts. The aprons feature a small, stylized orange dog logo on the left chest pocket. The woman on the left is a Black woman with a short haircut, wearing a white collared shirt and a silver hoop earring. The woman on the right is a white woman with short blonde hair and glasses, wearing a black t-shirt. A dark blue circular graphic is overlaid in the center of the image, containing the text 'eNPS'.

eNPS

eNPS

eNPS is based on Net Promoter Score® (NPS™) by Bain & Company, Satmetrix Systems, Inc., and Fred Reichheld. It is used as a quick indicator of employee engagement because people who are engaged and loyal are more likely to recommend their workplace to others.

eNPS is measured frequently (e.g. monthly/quarterly) and gives you a sense of the experience people are having at work. People who have positive work experiences are more likely to be engaged, and are more likely to share their enthusiasm with co-workers, customers and friends.

eNPS asks how likely you are to recommend your company as a place to work, and uses the same scoring system as NPS.



"Highly engaged employees are your number one strategic advantage, not easily replicated and often underestimated."

– Samantha Gadd

A really quick introduction to Net Promoter Score

NPS measures customer loyalty with a single question: 'How likely are you to recommend this company to a friend or relative?' Loyal customers will put their reputation on the line to recommend your company.

NPS uses a 0-10 scale, and people are categorized according to how they score.

9-10 are promoters. These are the people who will enthusiastically recommend your business to others.

7-8 are passives. These people are neither negative nor loyal.

0-6 are detractors. These people would not recommend your business to others, and may encourage people to avoid your business.

eNPS

Your team members will sit somewhere between endorsing your business as a place to work, and disapproving of it.

Your total eNPS score comes from subtracting the number of detractors from promoters.

This number is expressed as a percentage: the maximum score is 100% (all promoters, no detractors) and minimum score is -100% (all detractors, no promoters).

Enabling eNPS

Since eNPS is an indicator of how likely people are to recommend their workplace, improvements result from improving the working experience.

Employees who feel their voice is heard at work are 4.6 times more likely to feel empowered to perform their best work ([Salesforce.com](https://www.salesforce.com))

How likely would you be to recommend working here?



What would help you have the best work experience at ACME?

A photograph of two young women sitting at a wooden table in a bright, modern office or study environment. The woman on the left has long brown dreadlocks and is smiling while looking at a laptop. The woman on the right has short brown hair, wears glasses, and is also smiling while looking at the laptop. A third person is visible in the background, out of focus. A dark blue circular graphic is overlaid on the center of the image, containing the text 'Conversation order'. The laptop has a sticker of two cartoon dogs, one orange and one yellow, talking to each other.

Conversation order

Conversation order

We recommend setting up campaigns with 50 conversations (48 EX Genome conversations + 2 eNPS conversations). Campaigns should run over a one-year period and initiate a conversation within each realm every four weeks.

We suggest you replace anything between [square brackets] with terms you use in your organisation and replace 'ACME' with the name of your organisation.

Humorous conversations should appear periodically. They should show up often enough to encourage immersion, but not so often that it loses its novelty or takes away from your (quite serious) objectives.

Ultimately though, you can ask the EX Genome questions in any order that works for your team. We do suggest you start with the easier 'softer' questions to encourage uptake.

Here's our recommendation.

First six months

Rating statement	Free-text conversation starter
It is clear what I need to be working on over the next [three months].	Is there anything you'd like to discuss about your work?
I feel comfortable sharing my ideas.	Do you have any ideas that you'd like to share?
I have the time I need to deliver quality results.	Can you think of a recent example when you didn't have the time?
My role makes good use of my skills, knowledge, and experience.	Are there any other areas where you could add value?
I have opportunities to perform my role the way I think is best.	Is there anything you'd like to do differently in your role?
How often do you learn something new?	If you could learn anything in the next [six months], what would you like to learn?
I receive regular feedback [from my peers and leaders] that helps me understand how I can improve.	How do you like to receive feedback?
I enjoy my role.	What do you find enjoyable at work?
The tools, technology, and equipment at ACME allow me to perform my role well.	Would anything help you perform your role better?
I feel appreciated for the work that I do.	How do you like to be appreciated for your efforts?
I feel safe at work.	What is the most important thing that can be done to keep you safe at ACME?
How fulfilling is your role?	What is the most fulfilling part of your role?
It is clear how my role contributes to the success of ACME.	Can you think of someone or something that benefited from the work you did this month?
I feel like I'm part of a team.	What helps you feel like part of a team?
My workload is manageable.	What is one thing that would help you keep on top of your workload?
How quickly does time go by at work?	When you find that time is passing slowly, what are you most likely to be doing?
I feel trusted to do a good job.	Can you think of a recent time when you didn't feel trusted to do a good job?
I have opportunities to discuss my progress and development.	Is there anything you'd like to discuss?
People at ACME are quick to offer support when I'm not okay.	Help us recognise when you're not okay. What should we be looking out for?
How do you typically feel during your work day?	What does a great day look like for you?
There are always people available to help when work gets busy.	Can you think of a time when there weren't people available to help?
I feel heard when I share my thoughts.	Can you think of a time when you didn't feel heard?
I feel comfortable voicing any concerns I may have.	Do you have any concerns you'd like to share?
The work I do is important to me.	What aspects of your work are important to you?
How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

Second six months

Rating statement	Free-text conversation starter
How clear are your role expectations?	Do you have any questions about your role and responsibilities?
I feel connected to the wider ACME team.	Are there any teams or people across ACME that you'd like to get to know better?
I'm satisfied with the balance between work and other aspects of my life.	What is one thing that would help you keep a healthy balance between work and home?
I feel there is a good balance between my skills and the difficulty of my role.	Are there any aspects of your role that are too easy or too difficult?
I feel responsible for my own performance.	Can you think of a recent time when something out of your control affected your performance?
I have opportunities to grow and develop.	Are there any training or development opportunities you'd like to take part in [over the next six months]?
I feel like ACME really cares about my mental well-being.	What is one thing ACME can do to support your mental well-being?
I'm motivated at work even when things are challenging.	Can you think of a recent time when you struggled to find motivation in your role?
My physical workspaces allow me to perform my role well.	What is one thing you would change about your work environment if you could?
I'm treated with respect at ACME.	What does respect mean for you in your role?
How clear is your career path at ACME?	Do you have any short-term or long-term career goals?
My role gives me a sense of personal achievement.	What is one thing you want to achieve between now and [next year]?
Business goals and strategies at ACME are clearly communicated to me.	If you could ask [most senior leader's name] any question about the business, what would you ask?
I feel comfortable participating in [team] discussions and activities.	What discussions and activities do you feel most comfortable taking part in?
How flexible are your working arrangements?	What is your ideal way of working?
I find it easy to concentrate on my work.	When you feel really focused at work, what are you most likely to be doing?
I seek the help and resources I need to perform my role well.	Can you think of a time when a lack of help and resources affected you?
I have opportunities to help make decisions that affect my role.	Are there any discussions or decisions you'd like to be a part of?
There are people at ACME that create a supportive working environment for me.	Are there any challenges you face in your role that you'd like more support with?
I feel good about how my time and energy are used in my role.	What is one way you would help ACME operate better?
How smooth are the systems and processes you use in your role?	What is one thing you would change to help you perform better?
I feel like a valued member of the ACME team.	Feeling valued - what does that look like for you in your role?
The direction ACME is heading feels good to me.	What is one thing you would like to see in your future with ACME?
My role challenges me in a way that leads to personal growth.	Can you think of a recent challenge that lead to personal growth?
How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

References

Dubinsky, A. J., & Skinner, S. J. (2002). Going the extra mile: Antecedents of salespeople's discretionary effort. *Industrial Marketing Management*, 31(7), 589-598.

Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606.

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management Review*, 29(3), 459-478.

Winkler, S., König, C. J. and Kleinmann, M. (2012), New insights into an old debate: Investigating the temporal sequence of commitment and performance at the business unit level. *Journal of Occupational and Organizational Psychology*, 85: 503–522. doi:10.1111/j.2044-8325.2012.02054.x

Katzell, R. A., & Thompson, D. E. (1990). Work motivation: Theory and practice. *American Psychologist*, 45(2), 144-153.

Morris, R. J. (2009). Employee work motivation and discretionary work effort (Doctoral dissertation, Queensland University of Technology).

Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). San Francisco: John Wiley & Sons.

Carlopio, J. R. (1996). Construct validity of a physical work environment satisfaction questionnaire. *Journal of Occupational Health Psychology*, 1(3), 330-344.

Dul, J., Ceylan, C., & Jaspers, F. (2011). Knowledge workers' creativity and the role of the physical work environment. *Human Resource Management*, 50(6), 715-734.

Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 4-17.

Litwin, G., & Stringer, R. (1968). *Motivation and organizational climate*. Boston: Harvard University Press; Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 4-17.



References

Greenberg, J. (1987). Taxonomy of organizational justice theories in Academy of Management Review. *Academy of Management*, 12(1), 9-22

Daniels, K., Watson, D., & Gedikli, C. (2017). Well-being and the social environment of work: A systematic review of intervention studies. *International Journal of Environmental Research and Public Health*, 14(8), 918-934

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.

Keyes, C. (2002). The mental health continuum: From languishing to flourishing in life. *Journal of Health and Social Behavior*, 43(2), 207-222.

Page, K., & Vella-Brodrick, D. A. (2009). The 'what' 'why' and 'how' of employee well-being: A new model. *Social Indicators Research*, 90(3), 441-458.

Bertera, R. L. (1990). The effects of workplace health promotion on absenteeism and employment costs in a large industrial population. *American Journal of Public Health and the Nation's Health*, 80(9), 1101-1105.

Cooper, C., & Dewe, P. (2008). Well-being- absenteeism, presenteeism, costs and challenges. *Occupational Medicine*, 58(8), 522-524.

Cotton, P., & Hart, P. M. (2003). Occupational well-being and performance: A review of organizational health research. *Australian Psychologist*, 38(2), 118-127.

Daniels, K. (2000). Measures of five aspects of affective well-being at work. *Human Relations*, 53(2), 275-294.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407.

Clifton, D. O., & Harter, J. K. (2003). Investing in strengths. Positive organizational scholarship. San Francisco: Berrett-Koehler.



References

Oswald, A. J., Proto, E., & Sgroi, D. (2015). Happiness and productivity. *Journal of Labor Economics*, 33(4), 789-822.

Schaufeli, W., & Bakker, A. (2003). UWES Utrecht Work Engagement Scale. Preliminary Manual. Utrecht University: Occupational Health Psychology Unit.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.

Seppälä, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A., & Schaufeli, W. (2009). The construct validity of the Utrecht Work Engagement Scale: Multisample and longitudinal evidence. *Journal of Happiness Studies*, 10(4), 459-481.

Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review*, 81(12), 46-55.



Contributors & thanks

Laurie Ruettimann. North Carolina, USA

A widely published writer and speaker focused on leadership, entrepreneurs, and work. Consulting in #HRTech and #FinTech.

<http://laurieruettimann.com/>

Samantha Gadd. Wellington, New Zealand

Founder, Humankind. Expert researcher, writer and speaker in Employee Experience. Certified Professional Coach.

<https://www.humankind.nz/>

Jason Lauritsen. Omaha, USA

Keynote Speaker, Author, and Consultant in Employee Engagement and Workplace Culture.

<http://jasonlauritsen.com/>

Michael Carden. Auckland, New Zealand

Founder Sonar6. Founder Joyous. Published author in marketing, employee experience and software industry.

<https://medium.com/joyous-labs>

Robin Schooling. Louisiana, USA

Advocate for the workplace revolution. Writer, thought leader and influencer in global HR and business.

<http://robinschooling.com/>

Sandy Burgham. Auckland, New Zealand

Founder of Play Contemporary Leadership Colab, committed to raising the consciousness of leaders.

<http://playclc.com/>

Anthony Mitchell. Sydney Australia

Founder and Chairman Bendelta Pty Ltd. Chairman Aurora Education Foundation. Globally recognised expert in strategic leadership working across more than 30 countries.

<https://www.bendelta.com/>

Jamie Finnegan. Sydney, Australia.

Head of Talent at Finder. Passionate about creating comfortable, empowering work environments where employees feel valued.

<https://www.linkedin.com/in/finneganjamie/>

Tim Sackett. Michigan, USA

President-elect for the Association of Talent Acquisition Professionals (ATAP). International speaker on leadership, HR Tech, talent acquisition and HR execution.

<https://timsackett.com/>

Laura-Jane Booker. Auckland, New Zealand

MSc in Organizational Psychology. Experienced in interpreting and translating academic research to inform business practice.

<https://www.linkedin.com/in/laura-jane-booker-543063bb/>

William Tincup. Texas, USA

President of RecruitingDaily. Writer, speaker, advisor, consultant, investor, storyteller & teacher.

<http://www.recruitingdaily.com>

James Gallman. Illinois, USA

HR executive experienced in workforce planning, employee engagement, succession planning and culture change.

<https://www.linkedin.com/in/jamesgallman/>

George LaRocque. New York, USA

A leading HR Tech Analyst and Advisor. Founder LAROCQUE and #HRWINS reports on Innovation in HR Technology. HR Tech Vendor Advisor. Founder and Conference Chair of the InfluenceHR.

<http://larocqueinc.com/>

Chris Holdaway. Auckland, New Zealand

Chris has a MFA(Hons) from the University of Notre Dame. He is the co-founder & director of Compound Press, as well as a founding editor of min-a-rets poetry journal.

<http://www.compoundpress.org>

License

CC0 1.0 Universal

Statement of Purpose

The laws of most jurisdictions throughout the world automatically confer exclusive Copyright and Related Rights (defined below) upon the creator and subsequent owner(s) (each and all, an "owner") of an original work of authorship and/or a database (each, a "Work").

Certain owners wish to permanently relinquish those rights to a Work for the purpose of contributing to a commons of creative, cultural and scientific works ("Commons") that the public can reliably and without fear of later claims of infringement build upon, modify, incorporate in other works, reuse and redistribute as freely as possible in any form whatsoever and for any purposes, including without limitation commercial purposes. These owners may contribute to the Commons to promote the ideal of a free culture and the further production of creative, cultural and scientific works, or to gain reputation or greater distribution for their Work in part through the use and efforts of others.

For these and/or other purposes and motivations, and without any expectation of additional consideration or compensation, the person associating CC0 with a Work (the "Affirmer"), to the extent that he or she is an owner of Copyright and Related Rights in the Work, voluntarily elects to apply CC0 to the Work and publicly distribute the Work under its terms, with knowledge of his or her Copyright and Related Rights in the Work and the meaning and intended legal effect of CC0 on those rights.

1. Copyright and Related Rights. A Work made available under CC0 may be protected by copyright and related or neighboring rights ("Copyright and Related Rights"). Copyright and Related Rights include, but are not limited to, the following:

- i. the right to reproduce, adapt, distribute, perform, display, communicate, and translate a Work;
- ii. moral rights retained by the original author(s) and/or performer(s);
- iii. publicity and privacy rights pertaining to a person's image or likeness depicted in a Work;
- iv. rights protecting against unfair competition in regards to a Work, subject to the limitations in paragraph 4(a), below;
- v. rights protecting the extraction, dissemination, use and reuse of data in a Work;
- vi. database rights (such as those arising under Directive 96/9/EC of the European Parliament and of the Council of 11 March 1996 on the legal protection of databases, and under any national implementation thereof, including any amended or successor version of such directive); and
- vii. other similar, equivalent or corresponding rights throughout the world based on applicable law or treaty, and any national implementations thereof.

2. Waiver. To the greatest extent permitted by, but not in contravention of, applicable law, Affirmer hereby overtly, fully, permanently, irrevocably and unconditionally waives, abandons, and surrenders all of Affirmer's Copyright and Related Rights and associated claims and causes of action, whether now known or unknown (including existing as well as future claims and causes of action), in the Work (i) in all territories worldwide, (ii) for the maximum duration provided by applicable law or treaty (including future time extensions), (iii) in any current or future medium and for any number of copies, and (iv) for any purpose whatsoever, including without limitation commercial, advertising or promotional purposes (the "Waiver"). Affirmer makes the Waiver for the benefit of each member of the public at large and to the detriment of Affirmer's heirs and successors, fully intending that such Waiver shall not be subject to revocation, rescission, cancellation, termination, or any other legal or equitable action to disrupt the quiet enjoyment of the Work by the public as contemplated by Affirmer's express Statement of Purpose.

3. Public License Fallback. Should any part of the Waiver for any reason be judged legally invalid or ineffective under applicable law, then the Waiver shall be preserved to the maximum extent permitted taking into account Affirmer's express Statement of Purpose. In addition, to the extent the Waiver is so judged Affirmer hereby grants to each affected person a royalty-free, non transferable,

non sublicensable, non exclusive, irrevocable and unconditional license to exercise Affirmer's Copyright and Related Rights in the Work (i) in all territories worldwide, (ii) for the maximum duration provided by applicable law or treaty (including future time extensions), (iii) in any current or future medium and for any number of copies, and (iv) for any purpose whatsoever, including without limitation commercial, advertising or promotional purposes (the "License").

The License shall be deemed effective as of the date CC0 was applied by Affirmer to the Work. Should any part of the License for any reason be judged legally invalid or ineffective under applicable law, such partial invalidity or ineffectiveness shall not invalidate the remainder of the License, and in such case Affirmer hereby affirms that he or she will not (i) exercise any of his or her remaining Copyright and Related Rights in the Work or (ii) assert any associated claims and causes of action with respect to the Work, in either case contrary to Affirmer's express Statement of Purpose.

4. Limitations and Disclaimers.

- a. No trademark or patent rights held by Affirmer are waived, abandoned, surrendered, licensed or otherwise affected by this document.
- b. Affirmer offers the Work as-is and makes no representations or warranties of any kind concerning the Work, express, implied, statutory or otherwise, including without limitation warranties of title, merchantability, fitness for a particular purpose, non infringement, or the absence of latent or other defects, accuracy, or the present or absence of errors, whether or not discoverable, all to the greatest extent permissible under applicable law.
- c. Affirmer disclaims responsibility for clearing rights of other persons that may apply to the Work or any use thereof, including without limitation any person's Copyright and Related Rights in the Work. Further, Affirmer disclaims responsibility for obtaining any necessary consents, permissions or other rights required for any use of the Work.
- d. Affirmer understands and acknowledges that Creative Commons is not a party to this document and has no duty or obligation with respect to this CC0 or use of the Work.

For more information, please see
<<http://creativecommons.org/publicdomain/zero/1.0/>>

The Employee Experience Genome Project

is an open source project.

While attribution is not required to use these questions, Joyous Labs and all of our contributors would greatly appreciate a mention if this work is used in any commercial or public situation.

Suggested attribution: **Based on The Employee Experience Genome Project.**

If you would like to find out more about this open source project or, better still, contribute to its development visit <https://github.com/joyouslabs/>

The Employee Experience Genome Project v2



Everything you need to start talking about
employee experience and engagement