



Pieced Together Isn't a Program

How to Take Control of Your
Employee Engagement Strategy



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Empowering People & Organizations to Thrive

- **100+ years** helping organizations recognize and engage their people
- **Engagement solutions** that work, with the data to prove it:
- **Recognition & Rewards**
- **Surveys & Insights**
- **Physical & Mental Well-being**
- **Trusted by 40,000+ organizations** with millions of employees across industries



Brad Sytsma

Senior Product Manager



Christy Behnke

VP, Marketing

Disengaged Employees Can't Build Culture

The Problem

EMPLOYEES ACTIVELY ENGAGED · 2026

▼ **31%**
AND FALLING

The other 69% are present but not invested. Most leaders can't tell which, until their best people are already gone

The Cost of Disengagement

\$4K–\$21K

per employee, per year.

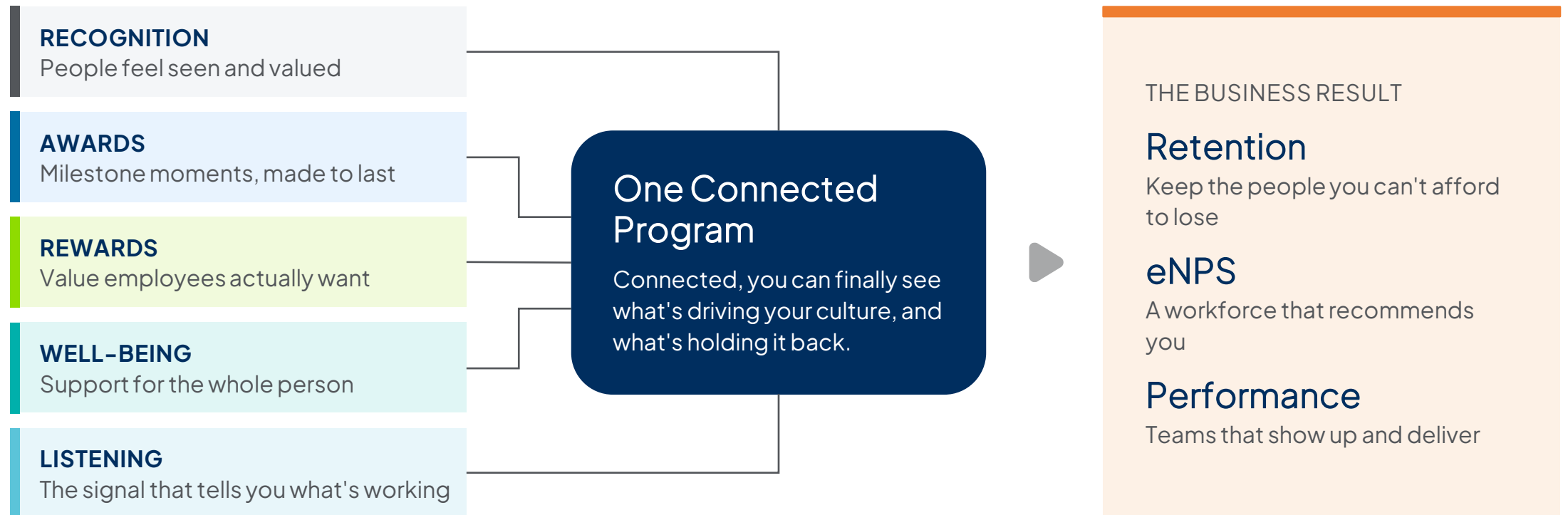
\$5M+

annual cost of disengagement for a 1,000-person company.
Disconnected tools address symptoms.
A complete program addresses the cause.

HOW ENGAGED TEAMS ARE BUILT

Engagement drives performance. Performance drives culture. Culture drives the business.

So the real question is how you build a high-performing, engaged team. It takes five solutions, working as one.



The bottom line: tools give you data. Be Engaged gives you the program, the science, and the partnership to turn that data into measurable culture change.

NEW RESEARCH

Connected Programs. Higher Retention.

Connect your engagement programs, and their impact on retention more than triples.

CONNECTED PROGRAMS

70%

Of employees with *connected* programs say it drove their decision to stay

vs.

DISCONNECTED PROGRAMS

22%

Of employees with *disconnected* programs say it drove their decision to stay

83%

say an engagement program has influenced their decision to stay

91%

say their programs would be more effective if better connected

Source · Terryberry 2026 Employee Engagement Index: Topline Findings · [Full report releasing July 2026](#)

The Engagement Maturity Map



STAGES 1 & 2 · THE STARTING LINE

Most organizations live in Stage 2 and mistake it for the finish line.

Ad Hoc & Programmed

STAGE

1

AD HOC

WHAT IT LOOKS LIKE

Recognition only when individual managers remember. Service anniversaries in a spreadsheet. Survey last sent eighteen months ago.

QUIETLY GOING WRONG

Favoritism. Inequity. No visibility. Engagement spend first on the chopping block when budgets tighten.

YOU MIGHT BE HERE IF ...

Recognition at your company depends entirely on who your manager is.

WHAT UNLOCKS THE NEXT STAGE

Digitalize the informal. Centralize service awards. Create basic visibility without major process change.

STAGE

2

PROGRAMMED

WHAT IT LOOKS LIKE

Formal programs exist — service awards, safety incentives, maybe a platform — but operating independently. Tools differ by region. HR owns most of it.

QUIETLY GOING WRONG

Fragmented experience. Duplicated tools and spend. Inconsistent criteria location to location.

YOU MIGHT BE HERE IF ...

You can name your recognition, survey, and wellness vendors — and none of them have ever talked to each other.

WHAT UNLOCKS THE NEXT STAGE

Standardize core mechanics. Introduce a single engagement hub. Phase the rollout.

STAGE 3 · THE INFLECTION POINT

STAGE

3

CONNECTED

*Where engagement
starts becoming
culture.*

WHAT IT LOOKS LIKE

Recognition and listening start integrating. Leadership publicly champions engagement. Managers get dashboards. Symbolic awards reinforce values.

YOU MIGHT BE HERE IF...

You know your eNPS — but you don't know whether your most recognized employees are also your most engaged.

QUIETLY GOING WRONG

ROI is still hard to prove. Personalization is limited. Action on insight is still slow.

WHAT UNLOCKS THE NEXT STAGE

Deeper analytics across programs. Lifecycle listening — onboarding, exit, change events. Linking engagement data to talent and business goals.

Everything before this is administration. [Everything after is strategy.](#)

Insight-Driven & Embedded Culture

STAGE

4

INSIGHT-DRIVEN

WHAT IT LOOKS LIKE

Strategy aligned to business priorities. Recognition is data-informed. Multiple listening channels orchestrated. Managers coach with data.

QUIETLY GOING WRONG

Complexity creep. Survey fatigue when listening cadence isn't designed thoughtfully.

YOU MIGHT BE HERE IF ...

You can walk into a board meeting and show how a wellness challenge in Q2 moved retention in Q3.

WHAT UNLOCKS THE NEXT STAGE

Advanced reporting and automation. Manager nudges and guided actions. Segmented programs for employee personas.

STAGE

5

EMBEDDED

WHAT IT LOOKS LIKE

Recognition is daily, peer-driven, values-linked. Symbolic moments mark milestones that define a career. Listening is continuous and trusted.

QUIETLY GOING WRONG

Sustaining momentum. Integrating acquisitions and new business units. Adapting to new work models.

YOU MIGHT BE HERE IF ...

Your employees would describe your culture the same way your CEO would.

WHAT UNLOCKS THE NEXT STAGE

Long-term roadmap co-design. Benchmarking against peers. Predictive insights tied to retention, safety, and performance.

The gap between your most and least mature pocket is where your culture is actually being run from.

Where is your engagement program today?

Choosing the right program starts with knowing where you are. Every organization is somewhere on this journey.

1

Ad hoc

Engagement happens in pockets, driven by individual managers.

WHAT IT LOOKS LIKE

- Recognition is informal and inconsistent
- Service anniversaries tracked manually
- No visibility for HR or leadership

2

Programmed

Formal programs exist but operate independently across the organization.

WHAT IT LOOKS LIKE

- Service awards and safety incentives in place
- Tools differ by region, role, or function
- Duplicated tools and spend

3

Connected

Core programs are integrated and data starts informing decisions.

WHAT IT LOOKS LIKE

- Recognition and listening tools integrate
- Managers receive dashboards and insights
- ROI remains difficult to prove

4

Insight-driven

Engagement strategy aligns with business priorities; leaders act on insights.

WHAT IT LOOKS LIKE

- Recognition is data-informed and tied to outcomes
- Multiple listening channels orchestrated
- Strategy aligned with business priorities

5

Embedded Culture

Engagement is woven into how work gets done across the organization.

WHAT IT LOOKS LIKE

- Recognition is daily, peer-driven, values-linked
- Listening is continuous and trusted
- Engagement is part of how work gets done

QUESTION: Which of these looks most like your organization today?

Elevate: bring your engagement program into focus

*Elevate is the program that gets you from **Ad hoc** to **Programmed**.*

IF YOUR PROGRAM LOOKS LIKE THIS TODAY

1 Ad hoc

- Recognition is informal and inconsistent
- Service anniversaries tracked manually
- Surveys are occasional and disconnected from action



AND YOU WANT TO GET HERE

2 Programmed

- Formal recognition program in place
- A single engagement hub across the organization
- Service awards centralized and automated

01

Elevate

Establish the engagement habits every high-performing culture is built on.

WHAT'S INCLUDED

BE RECOGNIZED

- Automated service awards and Be Celebrated
- HRIS/SSO integration
- Automated birthdays

BE WELL

- IT Challenge

BE HEARD

- eNPS and retention survey
- Scorecard dashboards
- Manual translations and automated scheduling
- Benchmark engagement survey

SYMBOLIC AWARDS

- Service award, auto-fulfilled branded digit

Empower: from scattered to connected

Empower is the program that gets you from **Programmed** to **Connected**.

IF YOUR PROGRAM LOOKS LIKE THIS TODAY

2 Programmed

- Formal programs exist but operate independently
- Tools differ by region, role, or function
- Fragmented employee experience and duplicated spend



AND YOU WANT TO GET HERE

3 Connected

- Recognition and listening tools integrate
- Managers receive dashboards and team insights
- Symbolic awards reinforce culture and values

02

MOST
POPULAR

Empower

Connect recognition, awards, well-being, and listening into one integrated program.

WHAT'S INCLUDED

BE RECOGNIZED

- Peer-to-peer and manager-spot recognition
- Social feed, AI content monitoring, e-card templates
- Award budgeting, nominations, QR codes

BE WELL

- Step, wellness, and preventative care challenges
- Monthly webinars, full content library

BE HEARD

- Unlimited self-service engagement surveys
- Pulse and custom surveys, dashboards, AI benchmarks
- Indicator and insight summaries, direct report access

SYMBOLIC AWARDS

- Auto-fulfilled branded service award with promo item
- Enhanced branded box and leadership message card

Excel: culture, measured in outcomes.

*Excel is the program that gets you from **Connected** to **Embedded Culture**.*

IF YOUR PROGRAM LOOKS LIKE THIS TODAY

3 Connected

- Core programs established and partially integrated
- Data informing decisions, but ROI hard to prove
- Leadership champions engagement initiatives



AND YOU WANT TO GET HERE

5 Embedded Culture

- Recognition is daily, peer-driven, and values-linked
- Listening is continuous and trusted
- Engagement is woven into how work gets done

03

Excel

The complete program for organizations turning engagement into measurable business results.

WHAT'S INCLUDED

BE RECOGNIZED

- Incentives
- Mailbox (external submissions)
- Recognition Broadcast

BE HEARD (PRO)

- Attributed surveys, experience surveys (new hire, exit, stay)
- Basic 360, AI-enhanced survey creation and comment summaries

BE WELL

- Personalized assessments
- 1 customized challenge map

SYMBOLIC AWARDS

- Award Lab access
- Legacy Landscape milestone award

Questions?



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