

Winning With Data:

The Business Impact of Employee Feedback



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A Message From Our CEO



If there's one thing we've learned over the past decade, it's that when organizations take employee feedback seriously and act on it, they see real business results.

At Winningtemp, we've worked with thousands of organizations across industries, helping them understand what's really going on inside their business. Not just to collect feedback, but to help them make sense of it. Because behind every data point is a real experience. And when leaders use that insight to guide action, we've seen what's possible: stronger teams, better leadership, and real business growth.

This report is a reflection of that journey. It combines what our data shows with what our customers have proven: what drives people to stay, perform, and grow. And how that translates into stronger leadership, lower turnover, and measurable business impact.

I hope it gives you both clarity and inspiration, and that it helps you turn feedback into a real competitive advantage.



Tobias Thalbäck
CEO, Winningtemp

Executive Summary

Drawing on over a decade of real-time feedback data from thousands of organizations, this report identifies the patterns and correlations that reveal what truly drives organizational success.

We analyzed the data surrounding **three key factors associated with successful organizations**:

1

Advocacy

Winningtemp's data reveals that job **satisfaction**, **meaningfulness**, and **participation** are the top three factors most strongly correlated with advocacy (each showing a 0.67 correlation with eNPS).

2

Engagement

Winningtemp's analysis identifies three key drivers of engagement: **meaningfulness**, **personal development**, and **leadership**.

3

Leadership

Leadership shapes every aspect of the employee experience, and is directly correlated with **trust** (0.79 correlation), **participation** (0.72), and **satisfaction** (0.60).

From Data to Action: The Winning Way

Winningtemp's five-stage framework, The Winning Way, turns feedback into lasting cultural change:

1. **Build a listening-ready culture** rooted in trust and openness.
2. **Empower senior leadership** to model transparency and accountability.
3. **Equip managers** to act as daily culture carriers.
4. **Create trust through visible action** and consistent communication.
5. **Link insights to HR strategy** for data-driven decision-making and measurable ROI.

The research, data, and conversations presented in this report prove that people don't just want to be heard — they want to see action. When they do, trust grows, leadership strengthens, and business results follow.

Introduction

People are your company's biggest cost and greatest asset. **But how do you know if that investment is paying off?**

No leadership team would approve a multimillion-euro investment without asking about ROI. Yet most do exactly that when it comes to their workforce, hiring without understanding the metrics that define employee success.

That's why access to reliable data is essential for understanding employee performance.

At Winningtemp, we gather real-time feedback from employees across thousands of organizations. Our platform captures millions of data points, allowing us to identify patterns and correlations that reveal what truly drives your company's performance.

We have examined data gathered over a decade, from thousands of organizations spanning multiple industries and countries through the Winningtemp platform.

We've identified three key indicators that determine how committed your people are to their work and your organization's goals:

Advocacy

Engagement

Leadership

This report draws on our insights sourced from data and organizational psychology to help leaders act with confidence. We'll explore what factors influence these three key indicators, why it matters for business performance, and how listening to employee feedback can translate into measurable results.

Ready? Let's dive in.



How Winningtemp Collects and Analyzes Employee Feedback Data

Recently, Winningtemp has analyzed more than a thousand companies that use our platform to capture continuous feedback over time. The analysis focused on temperature scores across key engagement categories and questionnaires.

The findings reveal clear trends: that advocacy drives loyalty, engagement has a measurable impact on performance, and leadership is vital to helping companies thrive.

Built on Science

At Winningtemp, every data point begins with a simple, science-based question.

Our question framework was developed together with leading research scientists at the University of Gothenburg and refined through years of continuous research and customer input.

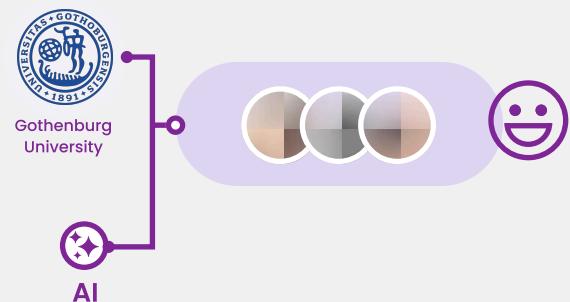
Each “temperature” in Winningtemp measures a specific area proven to influence employee engagement, turnover, and wellbeing — from leadership and job satisfaction to psychological safety and personal development.

By measuring 20 standard and supplementary categories, our platform gives every team a clear view of what’s working well and where improvements can be made.

Feedback in Real Time

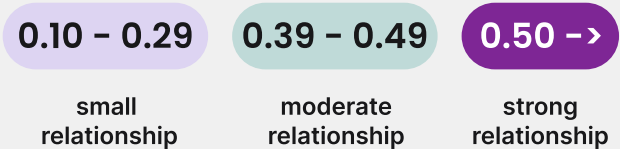
Employees can provide anonymous feedback at regular intervals, and managers can instantly review the results, discuss them with their teams, and take visible action.

Using AI-driven sentiment analysis, we can examine feedback comments in depth, validate findings, and strengthen an understanding of the factors that truly impact advocacy, leadership, and performance. The result? Our data provides valuable insights into how alignment between employees’ skills and responsibilities drives motivation, advocacy, and organizational impact.



How We Analyze Correlations

We use correlation analysis to understand the strength of relationships between different categories. Specifically, we apply Pearson’s correlation analysis, where values above 0.5 indicate a strong correlation:



By combining data analysis with organizational psychology insights, we can identify the areas where acting on employee feedback is most likely to generate measurable business results.

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The Impact of Collecting Employee Feedback

What happens when organizations consistently measure employee feedback and take structured action based on what they learn?

By tracking the performance of thousands of companies, we discovered that ones who consistently have been listening to their employees over a five-year period have achieved noticeable improvements in their company culture.

After consistently measuring employee feedback during this period, companies saw increases in several key areas. Here are just some of the positive numbers we captured:



22.4%

more employees encourage their teammates to share ideas

18.9%

more employees report that stress does not harm their work

13.9%

more employees actively working toward their personal development goals

14.8%

more employees who feel the organization is transparent

12.7%

increase in trust in leadership

20.9%

more employees proactively suggesting ideas to management

Collecting employee feedback is vital. But our data also reveals three key indicators that determine your organization's performance: **advocacy**, **engagement**, and **leadership**.

Advocacy

How much do your employees want to promote on behalf of your company? That's what we mean by advocacy.

High levels of advocacy indicate a workforce full of employees who are enthusiastic about the company. [Research consistently shows](#) this correlates with higher retention, productivity, and overall organizational performance.

Decades of research have identified a broad range of factors that influence high levels of advocacy —

including leadership, job satisfaction, purpose, autonomy, and inclusion. These elements shape whether employees become “promoters” who choose to stay, speak up, and advocate.

We've used our data to identify which factors are most strongly associated with advocacy so that you can focus on those areas that will have the greatest impact on employee loyalty, engagement, and overall business results.

What is eNPS?

We measure advocacy via **Employee Net Promoter Score (eNPS)**, which has become a go-to metric for tracking loyalty and overall sentiment in the workplace.

eNPS isn't just about brand image or employee mood — it reflects how people truly experience their day-to-day work and whether they believe in the organization enough to stand behind it. In that sense, eNPS acts as an early indicator for everything from retention risk to cultural strength.

When organizations collect employee feedback, there's a 22.4% increase in employees encouraging their teammates to share ideas.

What Does the Data Show About Advocacy?

By analyzing thousands of data points across organizations using Winningtemp, we've identified the top three factors that are most strongly correlated with advocacy (as represented by eNPS):

Job satisfaction

Meaningfulness

Participation

Job Satisfaction (.67 correlation with eNPS)

High job satisfaction doesn't just boost retention and performance — it also promotes advocacy. When people are satisfied with their work, they're more likely to speak positively about the company.

Job satisfaction acts as a bridge between other factors (like leadership or workload) and measured advocacy, such as eNPS. Employees who feel their work is manageable, valued, and supported are likely to recommend their workplace to others.

Where to focus:

Job Satisfaction starts with the fundamentals. Make sure roles are clear, workloads are fair, and people feel supported.

Meaningfulness (.67 correlation with eNPS)

When employees feel that their work has purpose, they're more likely to stay, perform, and advocate.

Our data shows that meaningful work is just as important to advocacy as job satisfaction. Purpose creates pride, and pride leads to advocacy.

Where to focus:

Help employees understand the impact of their work. Connect daily tasks to company goals, and celebrate meaningful contributions.

Participation (.67 correlation with eNPS)

When employees feel involved in shaping decisions, trust grows — and so does loyalty. Participation is a powerful, often overlooked driver of engagement and eNPS.

Employees who feel heard are more motivated and more likely to stay. Involving them in decisions boosts fairness, inclusion, and ownership.

Where to focus:

Go beyond asking for input. Involve employees in real decisions, and show how their feedback drives change.

Advocacy Across Industries: A Benchmark

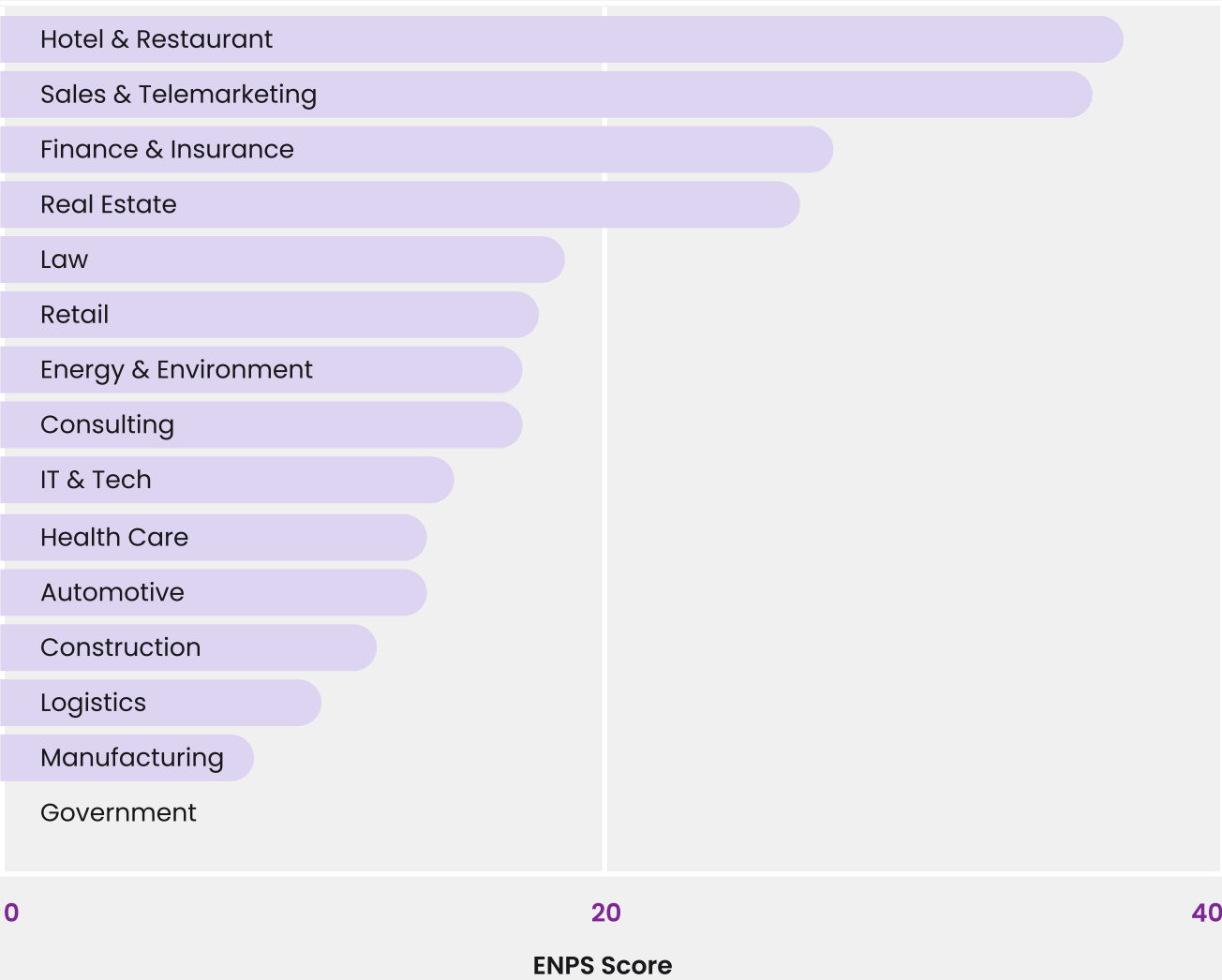
While advocacy is shaped by many internal factors, like leadership, participation, and purpose, industry context also plays a role.

Based on recent 2025 benchmarks from over 1,300 organizations, we found noticeable differences in average eNPS scores depending on the sector. The chart below highlights how industries rank when it comes to advocacy.

Understanding how your organization compares to its industry peers can help set realistic goals and give context to your progress.

But while benchmarks offer valuable perspective, they shouldn't become the ceiling. Your goal isn't just to match the industry average. It's to create a workplace where employees want to stay, contribute, and advocate. When you do, a high eNPS becomes one of several signs that you're on the right track and that the business impact will follow.

The data below show the average eNPS by industry, measured between January 2024 and October 2025, based on data from 1,320 organizations.



From -40 to +32 eNPS: How Clavister Turned Feedback Into Advocacy

When Clavister first began using Winningtemp in 2021, they had a general Employee Net Promoter Score (eNPS) of -40. Employees were disengaged and doubtful that sharing feedback would lead to any real change. And while employee surveys had been implemented before, it seemed like the results rarely translated into visible action.

Leadership at Clavister recognized that before advocacy could grow, trust had to be rebuilt.

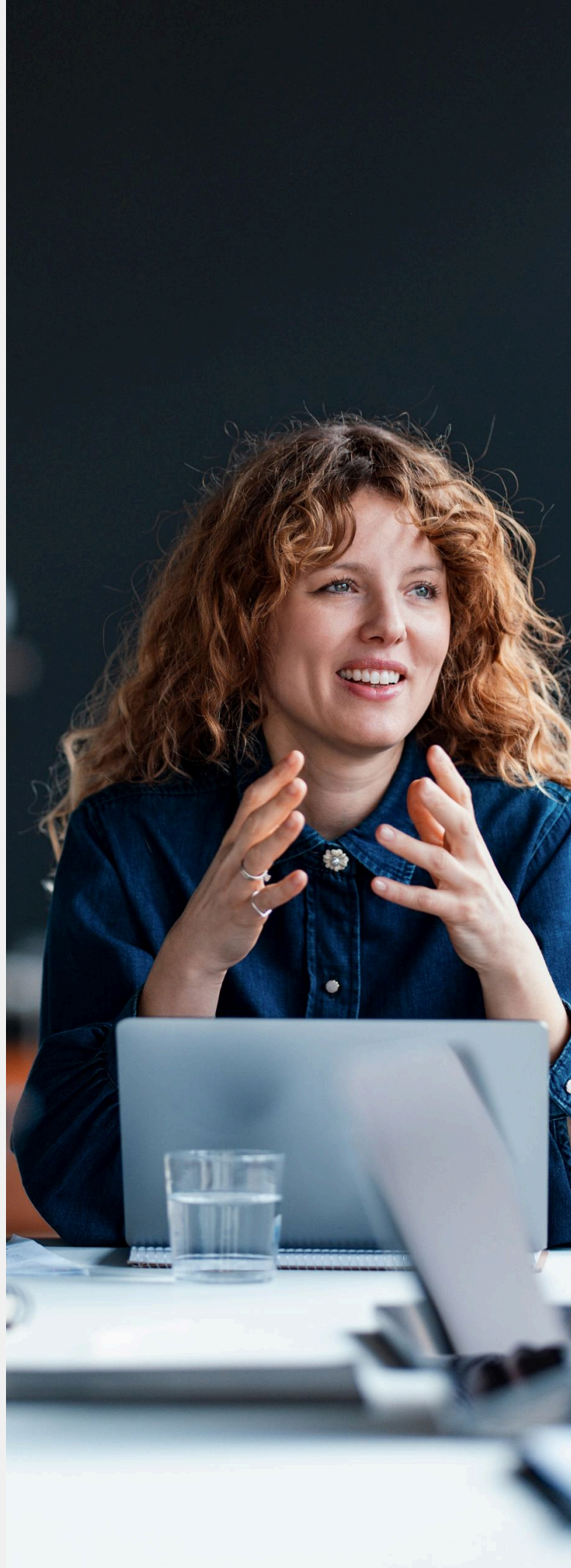
Together with Winningtemp, they introduced real-time feedback loops, training managers to take ownership of their team results and act on them immediately.

What changed?

- Leaders took responsibility for their team's data and quickly acted on feedback
- Improvements were communicated transparently across the organization
- Insights informed leadership decisions and long-term priorities
- Accountability became a shared value across teams

The results were striking: within a year, eNPS rose from -40 to +32, and employee turnover fell by 75%. More importantly, employees began to believe that their voices mattered, and leadership was listening.

When people see that their input leads to tangible results, they not only stay, but they also start recommending their workplace to others. Clavister's story shows how taking action on employee feedback can transform skepticism into belief — and silence into advocacy.



Engagement

Employee engagement is the level of involvement, enthusiasm, and emotional commitment employees have toward their work and workplace.

When employees are engaged, they are more likely to:

- Take initiative to go beyond what's expected
- Stay with their company longer
- Deliver better customer experiences
- Collaborate effectively with colleagues
- Show resilience during stressful times

Over the years, the
workplace has evolved
— and so have
employee expectations.

In the past:

- A paycheck was the primary motivator
- Progress was measured through annual reviews
- Managers acted mainly as bosses

Now and into the future:

- Employees seek meaning in their work, and value continuous development
- Frequent conversations replace once-a-year evaluations
- Leaders are expected to act as coaches, not just supervisors

Did you know?

Engaged employees are often **17–21% more productive** than their less engaged peers.

How Does Engagement Affect Your Business?

Employee engagement is a key driver of organizational performance. But it's not just an abstract idea: engagement is a measurable concept, and companies that prioritize it see clear returns, from reduced costs to stronger performance.

According to Gallup,
engaged employees lead to:



Metric / Outcome	What the Evidence Shows	Why It Matters to Senior Leaders
Profitability / Revenue Growth	Companies with high engagement tend to show ~21-23% higher profitability than those with low engagement. Revenue per employee can also be ~26% higher in highly engaged organizations.	Higher profits directly improve return on investment, shareholder value, and the ability to scale. Engagement gain are a lever to grow bottom-line results.
Productivity	Engaged employees are often 17-21% more productive than their less engaged peers. They also produce fewer quality defects and deliver stronger output.	Better productivity means more output at lower cost, improved efficiency, and scalability.
Absenteeism & Safety / Quality	Highly engaged organizations see ~41% fewer absences, fewer safety incidents, and fewer quality defects.	Reduced absenteeism and errors lower both direct and indirect costs, while improving morale and reputation.
Turnover & Retention	Highly engaged teams see up to 59% lower turnover in high-turnover organizations. Engaged employees are much less likely to leave.	Employee replacement costs are high. Retention preserves knowledge, team stability, and reduces hiring costs.
Customer Satisfaction / Loyalty	Companies with high engagement report stronger customer metrics, such as ~10% higher ratings and loyalty.	Customer loyalty drives repeat business, reduces churn, and improves margins.
Cost of Disengagement	The global cost of disengaged employee runs into trillions in lost productivity. Disengagement often leads to absenteeism, turnover, and quality issues.	This is not just an HR issue – disengagement is a risk to financial health and competitiveness.



When employees are engaged, they feel energized by their contributions and see a clear link between their efforts and the success of the organization. And companies reap the benefits of improved performance, stronger collaboration, and a healthier workplace culture.

What Does the Data Show About Engagement?

Based on our data, we've been able to identify three drivers that boost engagement in today's workplace: **meaningfulness, personal development, and leadership.**

Here we'll use the data we've collected to explain how each of these drivers is associated with engagement, and what you can do to strengthen the positive impact they can have on your business.

Three Drivers of Engagement

1

Meaningfulness

Doing work that feels purposeful and mission-driven.

When employees experience meaning in their work, they are more satisfied, committed, and motivated.

2

Personal Development

Having opportunities to learn, grow, and advance.

Growth, autonomy, and skill development increase engagement, retention, and discretionary effort.

3

Leadership

Feeling guided by managers who genuinely care and provide coaching. Trustworthy, transparent, and supportive leadership boosts commitment, participation, and high performance.

Companies with high engagement tend to show ~21-23% higher profitability than those with low engagement.



Key Driver 1: Meaningfulness

Why It Matters

Meaningfulness refers to how employees perceive the value of what they do and how their work connects to something larger than themselves.

When employees find their work meaningful, they're more satisfied, more committed to their work, and more likely to stay in their roles. However, meaning can feel abstract, which is why our data helps to show how it is directly linked to engagement and other workplace factors.

What the Data Shows

Meaningfulness is strongly linked to other engagement categories:

Job Satisfaction (0.72 – strong correlation)

Participation (0.68 – strong correlation)

Trust (0.65 – strong correlation)

These correlations suggest that when employees experience meaning in their work, they are also **more likely to feel satisfied, involved, and trusting of their organization.**

What Research Tells Us

- ▶ **Meaningfulness shapes** how satisfied and committed employees feel, which in turn reduces levels of absenteeism and turnover.
- ▶ Supportive managers, peer support, and the ability to **influence your work** all reinforce meaning.



5 Ways to Strengthen Meaningfulness

1. Ensure clarity in roles and expectations
2. Maintain reasonable workloads
3. Foster trust through transparency and consistency
4. Encourage employee participation in decisions
5. Support managers in creating a coaching-oriented leadership style

By focusing on these areas, you create a sense of meaningfulness that enhances overall levels of engagement.

Key Driver 2: Personal Development

Why It Matters

Personal development refers to the process of learning and skill-building that helps employees to reach their potential and take on new challenges.

When employees are encouraged to prioritize their own growth, they show higher retention rates, contribute more consistently, and are more likely to become strong ambassadors for your business.

What the Data Shows

Personal development is one of the strongest predictors of engagement, and is highly correlated with:

Job Satisfaction (0.80 – very strong correlation)

Participation (0.76 – strong correlation)

Ambassadorship (0.75 – strong correlation)

Commitment (0.71 – strong correlation)

These associations suggest that when employees feel like they're developing, they are more satisfied, committed to their role, and likely to recommend their workplace to others.

What Research Tells Us

- ▶ Supporting learning and development leads to increased levels of innovation, resilience, and personal growth.
- ▶ Encouraging teams to work across different departments allows them to build new skills and gain new perspectives.



3 Ways to Strengthen Personal Development

1. Create a culture of learning and experimentation
2. Support managers to act as coaches, not just supervisors
3. Ensure strong role fit so employees can use and grow their strengths

When people feel trusted to shape their work and learn across teams, their motivation, commitment, and performance grow.

Key Driver 3: Leadership

Why It Matters

Strong leadership is one of the most powerful drivers of employee engagement. When leaders communicate openly and build trust among their teams, they're able to create a workplace culture where people feel valued and supported.

What the Data Shows

Winningtemp's data shows a strong correlation between leadership and overall engagement, specifically:

Trust (0.79 – strong correlation)

Participation (0.72 – strong correlation)

Job Satisfaction (0.60 – strong correlation)

Work Situation (0.61)

This shows how leadership is central to how employees experience their work — from feeling heard and informed to staying committed and involved.

What Research Tells Us

- ▶ When employees feel safe to speak up, there's a **boost in performance**.
- ▶ High-quality relationships (Leader–Member Exchange LMX) between managers and employees **will improve** participation, communication, and loyalty over time.



5 Ways to Strengthen Leadership

1. Prioritize transparent, regular communication across the organization
2. Train managers in trust-building behaviors like follow-through and fairness
3. Encourage leaders to be visible, accessible, and open to feedback
4. Clarify roles and expectations to reduce uncertainty and frustration
5. Build strong one-on-one relationships that foster mutual respect and accountability

Employees don't expect perfection, but they do expect consistency, clarity, and care. When leaders show up with intention, the ripple effects are felt across the business.



The result isn't just higher engagement scores — it's stronger performance, greater retention, and a workplace where people genuinely want to stay and succeed.

What Can You Do to Support Engagement?

Sustained engagement will only come from a consistent effort to build a **cohesive company culture**. By focusing on meaning, growth, and leadership, you create the conditions where people — and business results — **can thrive**.

Remember to:

- Make work meaningful by supporting clarity and trust.
- Enable growth by aligning strengths with roles and providing continuous learning opportunities.
- Earn leadership credibility through transparency, fairness, and regular, open dialogue.

Leadership

As we discussed in the previous section, leadership can have a major impact on engagement — but that’s not the only way it can positively influence your business.

Leadership sets the tone for the entire organization. It shapes how people engage, how much trust they place in their surroundings, and whether they see a future within the company.

Top 5 Factors Most Correlated with Leadership

Trust	0.79 (strong correlation)
Participation	0.76 (strong correlation)
Meaningfulness	0.69 (strong correlation)
Job satisfaction	0.67 (strong correlation)
Personal development	0.67 (strong correlation)

Our data analysis shows that leadership is closely linked to a wide range of organizational outcomes, beyond just engagement. In fact, leadership acts as a multiplier: **when managers lead effectively, the positive effects ripple across multiple areas of the organization.**



Collecting employee feedback is linked with a 12.7% increase in trust in leadership

Real-World Example: The Impact of Strong Leadership

At HSB Norr, Lena Silver transformed her team’s results through open dialogue and consistent follow-up. Within a year, her team improved its Leadership score by +81%, Job Satisfaction by +66%, and reduced staff turnover from 30% to 0%.



Lena is a great example of how effective it can be when Winningtemp is used the right way together with employees. It’s incredibly impressive to see how she has made feedback a natural part of the team’s development work,

— Anna Dahlqvist, HR Manager at HSB.

How Fellowmind Prioritized Strong Leadership

At Fellowmind, leadership became the lens through which the entire organization viewed performance and culture. During a period of significant transformation — merging three Swedish companies into one — strong leadership proved to be the difference between fragmentation and unity.

By using Winningtemp, Fellowmind discovered that **leadership scores were a predictor of success across every other area**. When leadership was rated highly, team spirit, work environment, and overall sentiment also increased. And when leadership dipped, everything else fell as well.



One key insight we found early on was that leadership scores strongly influence other areas — when leadership scores are low, other areas (like work environment and team spirit) tend to suffer. That's why we encourage managers to focus on improving leadership first, as it has a ripple effect across the organization,

— Kristian Randel, CHRO at Fellowmind

Armed with this insight, Fellowmind made leadership development a strategic priority. It became one of the company's four core pillars — alongside profitability, revenue, and customer NPS.



How Fellowmind Strengthened Leadership

- Leadership performance was reviewed regularly alongside financial metrics.
- Feedback data guided leadership decisions and cultural improvements.
- Managers received support to act on team-level insights quickly and effectively.
- Leadership accountability was embedded into the company's strategic framework.

The results spoke for themselves:

eNPS rose from 20 to 73, and employee turnover fell from 18% to 11%. By making leadership both measurable and actionable, Fellowmind didn't just strengthen engagement — it built advocacy, trust, and long-term cultural resilience.



eNPS
20 to 73



employee turnover
18% to 11%

Leader Checklist:

Building Trust & Strong Leadership Perceptions

Strong leadership is linked to higher trust, greater participation, increased job satisfaction, and a stronger sense of purpose and development at work. But what steps can you take to build leadership skills?

Quick reminder for leaders:

Trust isn't built in one big moment — it's earned through everyday actions that make people feel informed, heard, and supported.

Here's a checklist designed to give your leaders the tools they need to help their people thrive.

Be Transparent

- Share updates regularly, even when the news is tough.
- Explain the why behind key decisions.
- Admit mistakes and outline what's being done to fix them.

Create Open Dialogue

- Hold regular 1:1s and team check-ins (not just annual reviews).
- Encourage questions and feedback in meetings.
- Act on employee input — and show the follow-through.

Clarify Roles & Expectations

- Make sure each person knows their role and priorities.
- Define what success looks like and connect it to team goals.
- Check workloads regularly to prevent overload and confusion.

Strengthen Trust Daily

- Keep promises, however small.
- Recognize effort and contributions consistently.
- Model honesty, fairness, and consistency in all decisions.

From Data to Business Results: The Winning Way

You've seen the evidence: **data is vital in helping businesses understand how to improve their organization and achieve the results they're looking for.**

But knowing that something matters isn't the same as knowing how to work with it in practice.

Collecting feedback is only the first step; the real value lies in using it to build trust, motivate employees, and drive measurable improvements.



Winningtemp gives us the tools, and leaders unlock potential while employees take responsibility for development. The combination of these efforts is what has made success possible.

– Anna Dahlqvist, HR Manager at HSB

That's why we developed **The Winning Way**, a five-stage framework that transforms employee feedback into strategic action.

1

Build a Listening-Ready Culture

Create a safe environment where employees feel comfortable sharing feedback. Trust grows through transparency, fairness, and consistent follow-through.

2

Senior Leadership Sets the Tone

Leaders signal the importance of feedback by referencing insights in communications and decisions, embedding listening into the organizational culture, and connecting HR, managers, and employees around shared priorities.

3

Managers as Culture Carriers

Managers turn insights into daily action. By reviewing results, facilitating team conversations, and involving employees in problem-solving, they create an environment where feedback drives learning, motivation, and accountability.

4

Create Trust Through Visible Action

Action builds trust. Small, tangible improvements — communicated clearly and co-created with teams — show employees that their input leads to change, sustaining engagement and participation.

5

Use Insights to Drive HR Strategy

HR links feedback to business outcomes, surfacing trends, spotting risks early, and informing strategic decisions. Evidence-based HR ensures engagement data drives retention, productivity, and growth.

Conclusion

When used correctly, employee data is more than numbers — it's a window into the employee experience and a guide for meaningful action.

The client stories and data shared in this report demonstrate that acting on feedback isn't optional — it's essential for building trust, reinforcing leadership accountability, and driving measurable business results.

Employees want to be heard, to feel that their opinions matter, and to work in an environment where their contributions make a difference.

Organizations that prioritize feedback, leadership accountability, and employee advocacy create workplaces where people feel valued, supported, and empowered to perform at their best.

Listening to feedback helps uncover patterns in what motivates employees, identifies risks early, and highlights where targeted improvements can have the greatest impact.

To explore how your organization can leverage data and employee feedback to unlock its full potential, speak to one of our experts today.

[Book a demo](#)

