



NET CONNECTED SCORE™

*The Validated Measure of
Workplace Connection*

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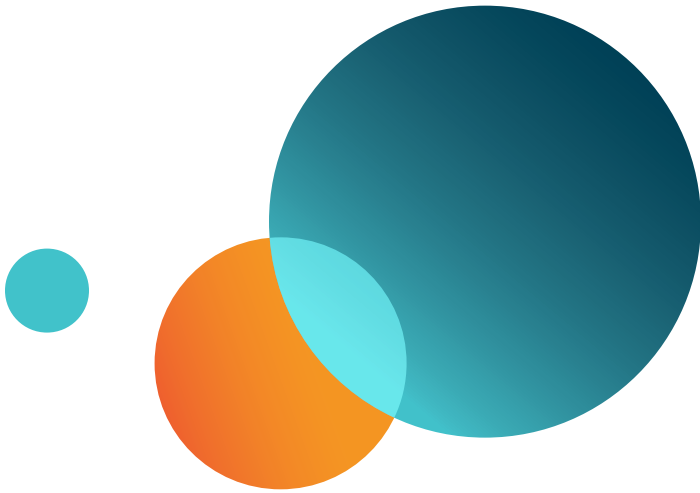


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The Power of Connection in the Modern Workplace

Dear business leader,

We are living in an era where work itself is fundamentally more complex. With remote and hybrid models, five generations of workers, and an ever-expanding global and diverse workforce, many organizations struggle to maintain the human connections that drive both employee wellbeing and business performance.

This new reality is what drove our research into workplace connection, and what makes our findings around the Net Connected Score both timely and crucial.

Through comprehensive studies involving over 12,000 employees across 49 industries, we've discovered something profound: when employees feel seen and heard by their direct supervisors—measured by what we call the Net Connected Score (NCS)—both human and business outcomes improve dramatically. Furthermore, this groundbreaking work demonstrates that the human connection component of NCS makes it superior in predicting business outcomes than existing employee satisfaction and engagement measures in use today.

The data is compelling. Our research reveals that a connected workforce has lower attrition rates, leading to years of additional employee tenure. Business performance follows, with increased profits. It turns out that the drivers of increased employee retention and company profitability are rooted in deeper employee engagement. Work environments where employees feel connected foster a workforce that actively contributes to company success. When employees' feelings of being seen and heard increase, businesses see the following impact:

- **Increased Engagement:** Employees are at least 55% more likely to raise new ideas, 44% more likely to admit mistakes without fear, and 39% more likely to take calculated risks—all behaviors that drive innovation and team cohesion.
- **Increased Retention:** Employees are at least 31% less likely to think about leaving their employer once a week and are likely to stay with the employer an additional 9.5 months, at a minimum—reducing the need for costly rehiring and retraining.
- **Increased Profitability:** Fully connected workforces experience 38.7% greater profitability than fully disconnected workforces—fueling sustained business growth and stability.

This study represents more than the validation of a new measurement tool; it offers a practical roadmap for organizations seeking to build a more connected and productive workplace in today's complex environment. Our research definitively shows that when we invest in fundamental human connection—particularly between supervisors and their teams—we're not just addressing the global crisis of workplace detachment, we're unlocking the full potential of our people and our organizations.

Our research shows that real change comes from transforming the fundamental way people are managed and connected at work. The variations we've observed across industries—from the financial industry's leading NCS of 56 to postal, courier, and messenger services challenging score of 7—demonstrate that while the need for connection is universal, the path to achieving it must be thoughtfully tailored to each organization's unique context.

As you explore these findings, I invite you to consider how your organization might benefit from understanding and improving your own Net Connected Score. In a world where employee disconnection is holding back organizational potential, creating environments where people feel truly seen and heard isn't just good business practice—it's an essential responsibility of leadership.

“

In a disconnected, high-stress world, making people feel seen and heard isn't just good business—it's a leadership responsibility.

”



Best regards,

A handwritten signature in white ink, appearing to read 'D. Hollan'.

CEO, Quantum Connections



Executive Summary

The Net Connected Score (NCS) is a groundbreaking metric that quantifies the impact of employee connection on business outcomes. It was developed from a study conducted across 12,000 employees in 49 industries, using rigorous multi-phase validation—including large-scale surveys, benchmarking, and predictive modeling—to deliver a powerful predictor of business performance that captures the essential human dynamic between employees and their immediate leaders.

Unlike traditional engagement measures that focus broadly on organizational satisfaction, NCS focuses on whether employees feel seen and heard by their direct supervisors—an often-overlooked but critical driver of key business outcomes. At its core, NCS is based on a simple yet powerful question:

“On a scale of 1-10, how seen and heard do you feel by your direct supervisor?”

The degree to which employees feel seen and heard by their immediate supervisor is directly correlated to the key performance indicators of employee engagement, retention, and profitability. Organizations that foster a culture of connection at work through psychological safety, strong supervisor relationships, and supportive team dynamics see measurable improvements in employee performance, collaboration, and decision-making—ultimately translating into stronger business outcomes. The results prove that employee connection is not just a “feel-good” factor—it is a measurable, high-impact predictor and driver of business success.

Key Findings

- **Engaged employees fuel innovation.** Employees with high NCS are, at a minimum, 55% more likely to share new ideas, 44% more likely to admit mistakes without fear, and 39% more likely to take calculated risks. And employees in high-NCS environments are, at a minimum, 35% more likely to make innovation attempts and 32% more likely to suggest process improvements—all key drivers of operational improvements and business growth.
- **Retention improves with connection.** As employees' feelings of connection increase, they are, at a minimum, 31% less likely to think about leaving their employer once a week and are 19% less likely to take a job offer of equal pay. Employees within the most connected workforces report greater long-term retention intentions. Companies in the top 10% of NCS show an increase in 2.25 years of long-term employment, on average, over companies in the bottom 10% of NCS.
- **Connection drives profitability.** Fully connected workforces experienced 38.7% greater profitability than fully disconnected workforces. Even small improvements make a difference—for every one-point increase in NCS, companies see a 4.3% boost in per-employee profitability.

Industry benchmarks show stark differences. NCS vary widely by sector—finance leads with an average NCS of 56, while postal, courier, and messengers services lag with a low score of 7, revealing significant differences in leadership effectiveness and employee experience across industries.

Ultimately, feeling seen and heard at work isn't just an HR concern—it's a business necessity. NCS offers a clear, validated roadmap for improving connection, increasing retention, and driving profitability in today's highly complex workplace.

ENGAGEMENT

Engaged employees drive innovation—those with high NCS are far more likely to share ideas, take risks, and fuel business growth.

RETENTION

Stronger connections boost retention—employees with high NCS stay longer and are less likely to seek new jobs.

PROFITABILITY

Connected workforces see 38.7% higher profitability, with even small NCS gains driving growth.



2

Leaders Face a New Challenge: An Increasingly Complex Workplace

The workplace of 2025 bears little resemblance to that of just a few years ago. Organizations face unprecedented challenges in maintaining employee engagement and retention across a fundamentally different work environment. Major shifts in the past five years have reshaped where and how we work today, which demands a new way of working together.

Fifty-eight percent of American workers can now work remotely at least one day a week, and 87% of employees who are offered flexible work arrangements take advantage of them¹. For the first time in history, five generations are working side by side². Digital native generations are rapidly increasing representation in the workforce, and Gen Z will comprise 27% of the workforce by 2025³.

While these changes have brought many benefits to employees, they have naturally led to new challenges for leaders along with growing mental health and connection challenges for employees. Gallup has revealed significant stress within today's workforce in 2024⁴. In their State of the Global Workplace report, Gallup data showed that 41% of employees report experiencing "a lot of stress" at work⁴. Furthermore, employees who work under poor management practices are nearly 60% more likely to be stressed than those working under good management⁴.

It has become glaringly apparent that traditional management approaches, designed for in-person workforces with more homogeneous demographics, are failing to address today's challenges. These new management challenges are turning into increased negative sentiment toward employers. Recent research by Sentient Decision Science, on behalf of Quantum Connections, and Gallup have revealed a lack of emotional connection and profound disengagement of the U.S. workforce.

63%

of employees feel implicitly neutral or negative emotional associations with their employer. (Sentient, 2024)

51%

of employees are also watching or actively seeking alternative employment⁵.

70%

of workers in the U.S are either not engaged or are actively disengaged from their work⁶.

Disengagement Starts With Lack of Connection

Lack of engagement often stems from a lack of connection with direct supervisors and leads to lower feelings of being valued at work. In turn, this lack of engagement results in higher attrition rates. According to LinkedIn's latest Workforce Confidence Survey, seven in ten U.S. workers say they would leave a job if they had a bad manager⁷.

The financial impact for companies is substantial. One study estimated the average costs of replacing an employee range from 50% to 200% of their annual salary⁸. The lost productivity from disengaged employees is costing U.S. companies between \$450 and \$550 million annually⁹. In contrast, companies in the top quartile of employee engagement enjoy 23% higher profitability¹⁰.

This should be seen as a five-alarm fire moment for business leaders to address and improve management practices to engage their employees by asking:

What am I missing?

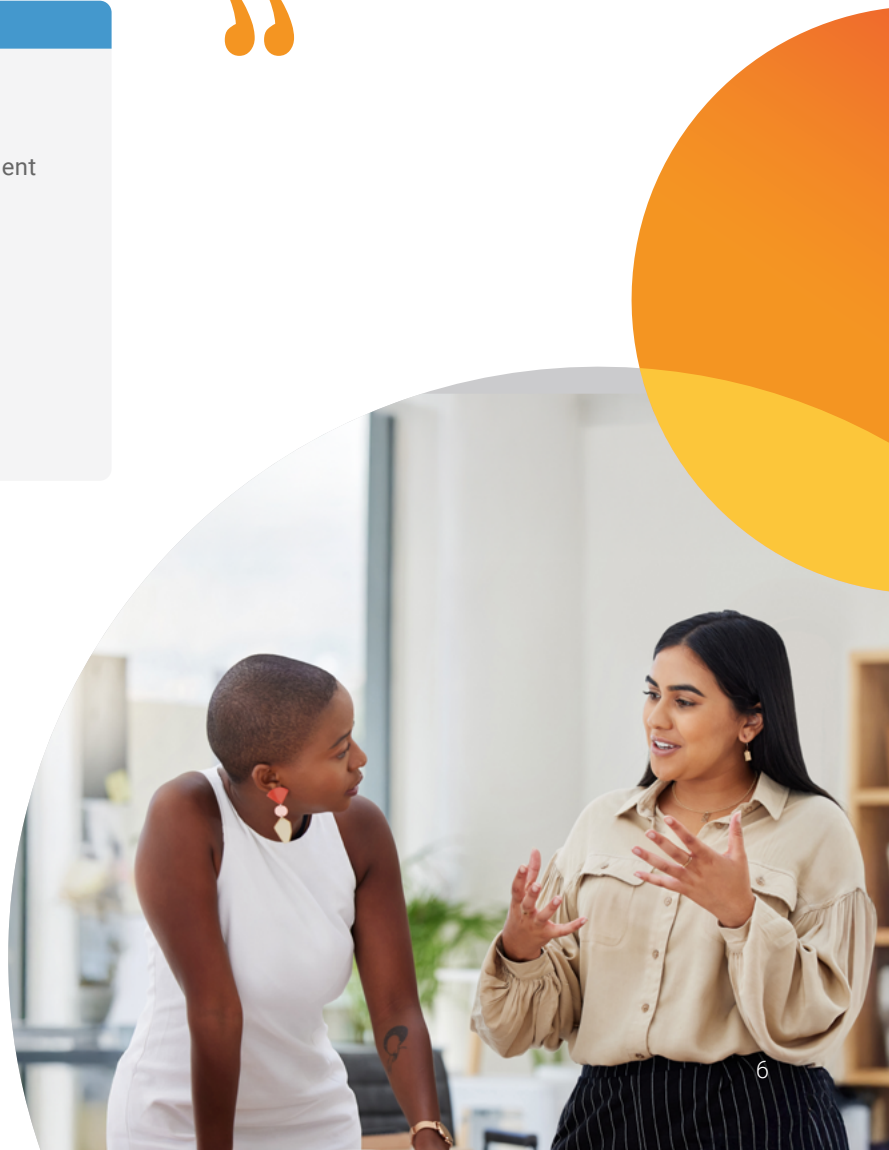
How can it be addressed?

And how can I pursue progress over time?

“

Organizations need new ways to foster human connection, particularly between employees and their direct supervisors—who, together, remain the crucial linkage between human need and organizational success.

”





Sarah's Story

What we have discovered in this landmark research is that there is a new challenge facing employers and managers in the workplaces of today. Let's look at Sarah's experience:

Sarah was an up-and-coming Gen Z employee and had been with the retail company for two years as an operations specialist. She was recruited because of her strong educational background and clear passion for the work. Recently, though, that passion wasn't shining through in the same way it was when Sarah was hired. **Despite having numerous ideas for improving inventory management and customer service workflows, she found herself increasingly hesitant to speak up during team meetings.**

Her supervisor, Mark, was a Gen X manager who had been at the company for over 20 years. He had a habit of quickly dismissing suggestions without discussion and had once publicly criticized her for questioning an existing process. Sarah often felt neither seen nor heard. She noticed herself withdrawing from voluntary projects and stopping her practice of documenting process improvement ideas—something she used to do regularly during her first year with the company.

The impact of this disconnection manifested in subtle but meaningful ways. During a recent inventory crisis that resulted in significant lost sales, Sarah had actually identified the systematic issue months earlier but hadn't felt safe raising it to Mark. She knew from experience that suggesting changes to established procedures would likely be met with dismissal or criticism.

As she watched the crisis unfold, Sarah felt a mix of frustration and resignation—emotions that ultimately led to her decision to leave the company. **What Mark didn't realize was that his management style wasn't just suppressing ideas—it was actively driving away talent and directly impacting the bottom line.**



Sarah's case exemplifies the key insight detailed in this report: employees who don't feel seen and heard by their supervisor are at least 55% less likely to raise new ideas on average, and at least 31% more likely to think about leaving their employer at least weekly than employees who feel seen and heard.



Revealing the Human Connection: How NCS Captures Meaning Beyond Existing Measures

The limitations of existing employee satisfaction metrics have become more apparent as organizations struggle to maintain engagement and retention in today's complex and evolving work environments.

While still valuable, it is important to recognize that conventional measures of employee engagement were designed for a different era of work. Tools like the Employee Net Promoter ScoreSM (eNPS[®])¹¹ and the Gallup[®] Employee Engagement IndexTM¹² emerged when work was predominantly in-person, hierarchies were clearer, and technology played a less dominant role in workplace relationships.

Existing metrics like the eNPS[®] and the Gallup[®] Employee Engagement IndexTM provide broad insights into overall workplace satisfaction, however they do not fully capture a fundamental human dynamic that drives long-term success—the quality of connection between employees and their direct supervisors.

NCS is an incrementally additive measure in predicting engagement, retention, and profitability because it more adequately measures psychological safety in today's work environments. The importance of measuring employees' feelings of connection (being seen and heard) becomes evident when we consider that the number one reason cited by employees for leaving a current employer is their relationship with their direct supervisor.

In today's complex workplace, the relationship between employees and their direct supervisors represents the crucial intersection where organizational success meets human need. A new measurement approach is needed to understand and influence employee engagement regardless of work arrangement or diversity factors.

EMPLOYEE NET PROMOTER SCORESM (eNPS[®])

Focuses on "likelihood to recommend" an employer and captures overall satisfaction, but misses the day-to-day experience. The responses:

- Explain only 31% of variance in long-term retention.
- Show weaker correlation with profitability ($r=0.44$) than connection-based metrics.
- Do not identify areas for supervisor intervention.

GALLUP[®] EMPLOYEE ENGAGEMENT INDEXTM

Is a measurement of a battery of employee attitudes. And yet, the approach does not fully explain employee connection. The responses:

- Explain only 42% of overall psychological safety variance.
- Show moderate correlation with innovation behaviors ($r=0.41$).
- Lack focus on supervisor-employee relationship quality.

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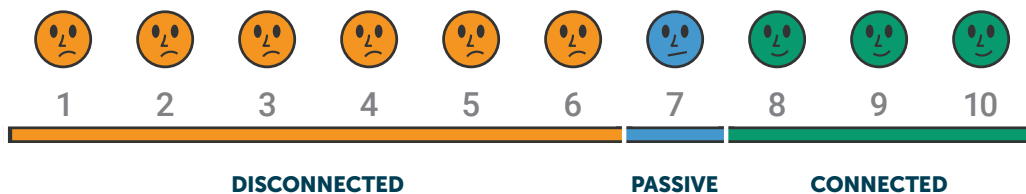
The Net Connected Score: Feeling Seen and Heard at Work

The Net Connected Score (NCS) represents a fundamentally new approach to measuring workplace effectiveness by focusing on the critical human need of connection—as measured by feeling seen and heard by one’s direct supervisor. This simple yet powerful metric captures the essence of workplace connection while providing actionable insights for leadership development and organizational improvement.

The Core Measurement:

At the heart of NCS is a straightforward yet revealing question:

“On a scale of 1-10, how seen and heard do you feel by your direct supervisor?”



This one question is more predictive in certain areas than other indices because it gets to the heart of what drives engagement and retention. It is in our human nature to stay and strive when we feel agency. When we feel that we have the potential to make change, when we feel empowered, we feel hope, and hope leads to longevity. Being seen and heard definitively captures that human motivational construct.

The predictive power of this question is enhanced even more because we ask it in relation to the most important relationship that can empower employees—the relationship with their direct supervisor. NCS is a better predictor of engagement and long-term retention because it captures a primary motivator of those behaviors—the fundamental need for human connection. Those behaviors, in turn, return profitability to the business.

This approach is simple, fast, and scalable for organizations of all sizes. While ease of use is a clear benefit, NCS also stands up to rigorous reliability and predictive validity standards, making it a valuable tool for HR and business leaders alike.

The research validating NCS was conducted in phases, each providing increasingly robust evidence of its validity, reliability, distinctive value, and practical utility in measuring workplace connection and business outcomes.

PHASE 1



Existing literature review and scale identification—to identify existing gaps in engagement measurement

PHASE 2



Quantitative survey of n=2,000 US employees—to refine the metric and validate its effectiveness

PHASE 3



Quantitative benchmarking study of n=10,000 employees across 49 industries—to assess consistency across workplace environments

PHASE 4



Predictive modeling of business outcomes and statistical analysis—to measure the relationship between NCS and key business outcomes like engagement, retention, and profitability

For each quantitative survey phase, the research was conducted online among a representative population of US workers. In phase one, we focused on full-time employed workers. Phase two expanded the research to encapsulate both part-time and full-time workers. The survey length was an average of 20 minutes and included multiple batteries of explicit questions and implicit research technology measures ensuring highest quality data and eliminating any potential for survey fraud through automated bots.

Reliability and Discriminant Validity Analysis (n=2,000)

The initial validation phase (Phase 2) established the fundamental psychometric properties of the NCS through representative sampling and rigorous statistical analysis. With strong internal consistency (Cronbach's $\alpha=0.89$), the measure demonstrated excellent reliability across different workplace contexts and employee groups.

Importantly, discriminant validity testing showed that while NCS correlates with job satisfaction, it measures a distinct construct, providing unique insights beyond traditional satisfaction metrics. NCS is an effective measurement tool—that is, it measures what it should and not what it shouldn't.

As expected, NCS was related to existing industry measures such as the Gallup Employee Engagement Index™, and eNPS®. Yet, importantly NCS showed the opportunity to be distinct from existing industry measurement tools in important ways through its ability to capture inter-team dynamics.

NCS proved to be uniquely related to Edmondson's Psychological Safety scale—a key finding that justified deeper drivers analyses in comparison to other existing metrics.

This discriminant validity testing showed that while NCS correlates with job satisfaction, it measures a distinct construct, providing unique insights beyond traditional satisfaction metrics. **These early patterns laid the groundwork for more detailed analysis in the comprehensive national benchmarking research.**

NET CONNECTED SCORE™

A scientifically proven tool for understanding the drivers of employee engagement and retention.

- *NCS is more than job satisfaction—it measures workplace connection.*
- *Validated with strong reliability across different workplaces.*
- *NCS distinctly captures inter-team dynamics and psychological safety.*



Comprehensive National Benchmarking (n=10,022)

The next robust phase of research (Phase 3) significantly expanded both the sample size and the scope of validation, providing more definitive evidence of the unique value of the NCS. The improved internal consistency (Cronbach's $\alpha=0.91$) reinforced the measure's reliability. Multi-level factor analysis across industries confirmed the measure's consistency across different business contexts.

NCS results varied significantly across industries, revealing important insights for employers in different sectors. The variations demonstrated that while connection is universal, the challenges employers face in achieving it will vary according to context.

These differences we observed across industries would only be of additive value if they were related to other meaningful business outcomes and were distinctly better at predicting those outcomes than existing measurement tools. It turns out that NCS is in fact related to key business outcomes in predictive distinct ways.

In the following chapters, you will see evidence of how NCS is uniquely predictive of certain business outcomes.

MEASURABLE BUSINESS IMPACT

Higher NCS scores correlate with:

- Increased engagement behaviors.
- Lower turnover rates.
- Increased psychological safety behaviors.
- Better inter-team dynamics.
- Increased profitability per employee.

DISTINCTIVE PREDICTIVE VALUE

NCS outperforms eNPS® and Gallup metrics in predicting:

- Long-term retention (10+ years).
- Proportion of "temptable" workers.
- Employee feelings of empowerment and psychological safety.

NCS shows unique strength in measuring team dynamics and workplace trust.

By providing a clear, measurable way to assess connection at work, NCS offers organizations a practical, research-backed tool to improve management practices and drive meaningful business outcomes.



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Connected Employees are Engaged Employees

NCS demonstrates unique predictive power across three critical business outcomes—engagement, retention, and profitability. The data shows that when employees feel seen and heard, organizations see measurable improvements in all three areas.

Behavioral validation provided additional concrete evidence of how improved connection manifests in daily workplace behaviors.

MEETING BEHAVIORS SHOWED QUANTIFIABLE IMPROVEMENTS

- Participation increased by 42%, showing greater employee engagement in meetings.
- Idea sharing improved by 38%, leading to more open and collaborative discussions.
- Contribution quality rose by 33%, enhancing the overall effectiveness of meetings.

These results indicate that connected employees engage more meaningfully in group settings and make greater contributions.

42%

Participation increased, leading to greater engagement, collaboration, and idea-sharing in meetings.

These increased likelihoods can manifest in specific behaviors. For example, let's say out of every ten meetings a low NCS employee contributes in five out of those meetings. A connected employee, on the other hand, would make a meaningful contribution in seven out of those ten meetings.

CONNECTED EMPLOYEES DRIVE BETTER DECISION-MAKING

Decision-making metrics suggested that connected employees take more ownership of their work and work more effectively with others. NCS results revealed employees were more likely to engage in activities reflecting interest and ownership of their work such as:

- Initiative-taking increased by 45%, with employees proactively contributing to tasks and projects.
- Problem-solving improved by 37%, leading to more efficient and innovative solutions.
- Collaboration rose by 41%, enhancing teamwork and cross-functional effectiveness.

CONNECTED EMPLOYEES DRIVE INNOVATION AND SMART RISK-TAKING

Risk and innovation measurements demonstrated increased calculated risk-taking, innovation attempts, and process improvements—indicating that connected employees feel more secure in proposing and implementing new ideas.

When employees feel seen and heard, they demonstrate measurable improvements in key behaviors:

- Employees are 39% more likely to take calculated risks, driving strategic decision-making.
- Employees are 35% more likely to make innovation attempts, leading to more creative problem-solving.
- Employees are 32% more likely to suggest process improvements, enhancing efficiency and workflow.

A connected employee makes seven innovation attempts to every five made by a disconnected employee.

45%

Initiative-taking significantly improved, with more employees proactively contributing.

39%

Employees are more likely to take calculated risks, driving strategic decision-making.

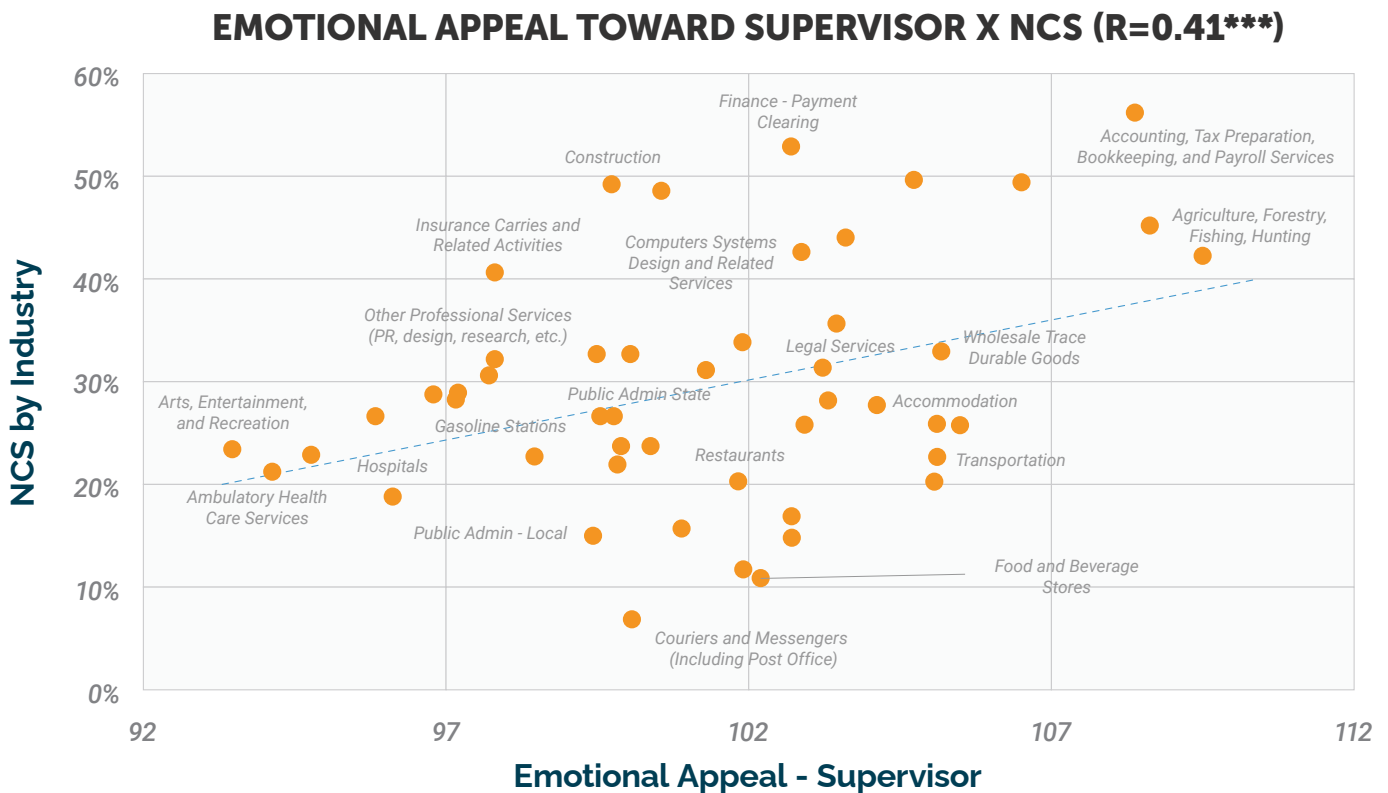
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Retention is Driven by Connection

The strength of the relationship between an employee and supervisor is directly related to employee retention. The impact of connectedness is substantial and multi-faceted.

First, the more employees feel seen and heard by their supervisor the greater their implicit emotional appeal. These lifts in implicit associations mean that feeling seen and heard creates an automatic emotional bond for employees.

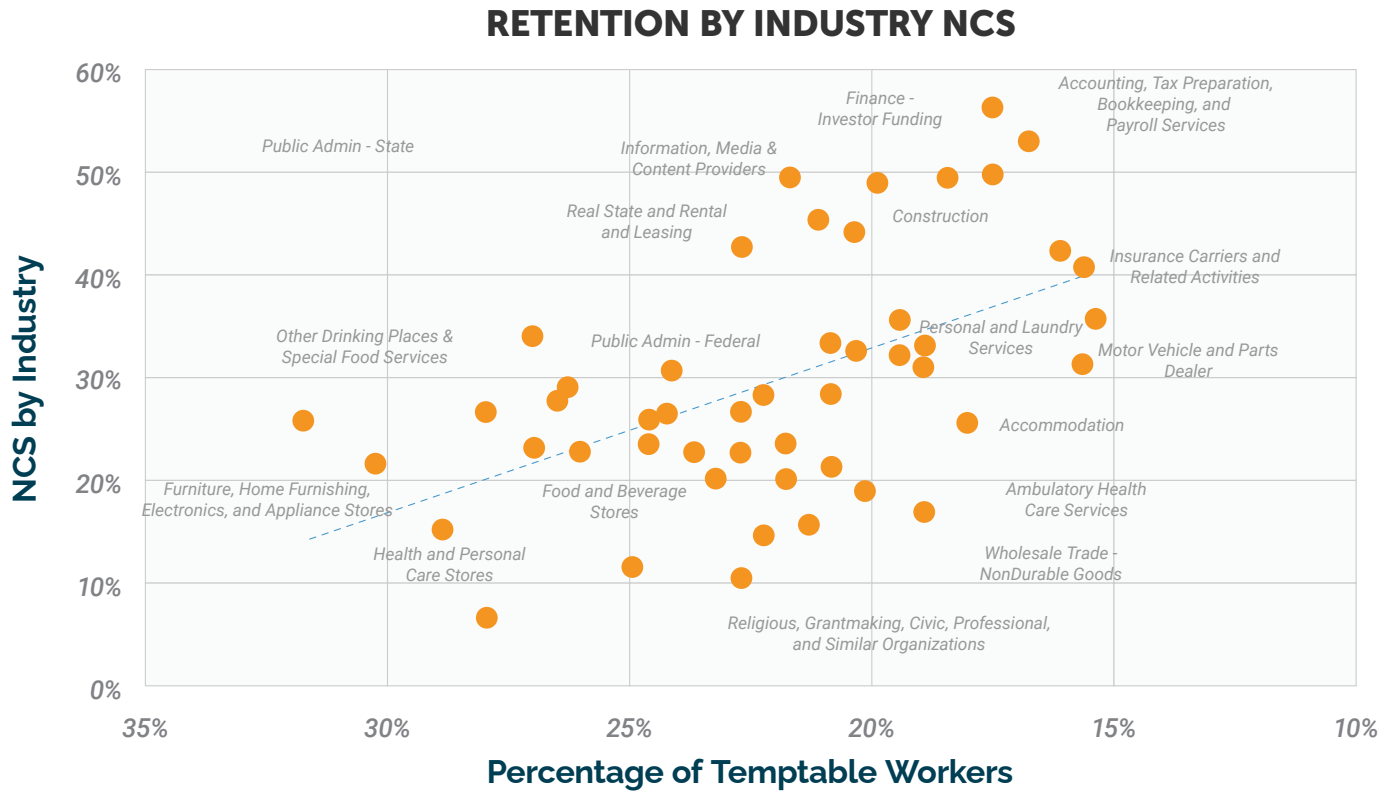
Those emotional associations are the bond that provides rewards to the employee and ultimately to the business in tangible ways.



Our national research across 49 industries revealed a 22% reduction in voluntary turnover per 10 NCS points, at the industry level. In fact, each point increase in employee NCS scale rating predicted 9.5 months of additional tenure.

For every 1-point increase in NCS rating, employees are:

- 31% less likely to think about leaving their employer once a week or more.
- 19% less likely to take same but not lower offer.



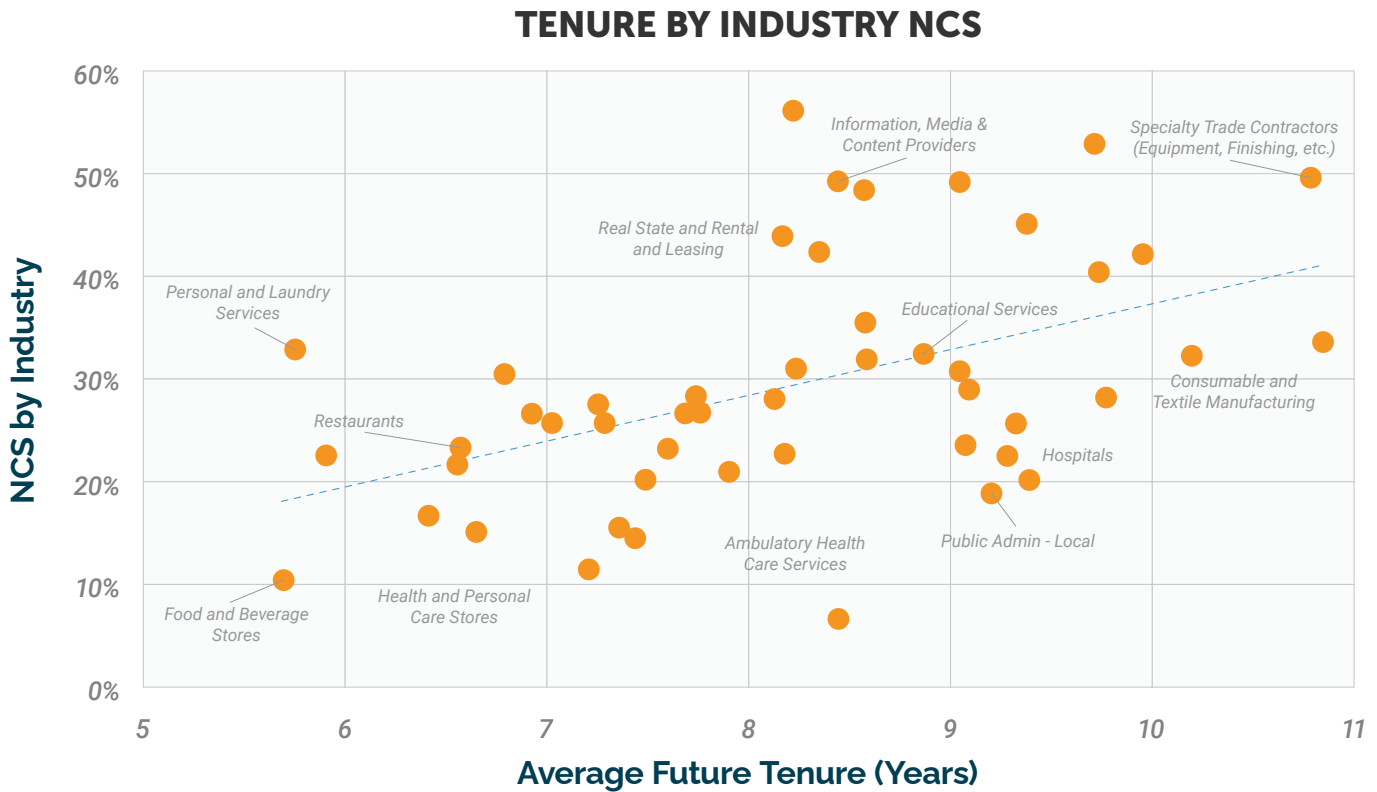
Companies in the bottom 10% of NCS have over 2X the amount of temptable employees within their workforce compared to companies in the top 10% of NCS. Temptable workers think about leaving their company at least once a week and do not require an offer of higher compensation in order to leave their current employer.

Importantly, NCS is not just related to these aspects of retention. The measure is significantly more accurate in predicting retention than historical measures of employee satisfaction and engagement.

For example, NCS explains 56% of variance in long-term retention vs. 31% for eNPS®. NCS is also significantly related to both employee near-term (2-5 years) and long-term tenure (10-20 years) when eNPS® and Gallup Employee Engagement Index™ do not predict all of those retention outcomes.

All of these measures show a correlation to near term employee retention. However, only NCS is a significant predictor of employee intention to stay with their employer for 10 years, 15 years, and even 20 years.

In fact, companies in the top 10% of connected workforces have employees with over 2 more years of intended tenure than companies in the bottom 10% of connected workforces.



These results speak to the power of connection. When we feel connected we stay connected.



A Connected Workforce is a More Profitable Workforce

The business impact analysis revealed compelling evidence of NCS’s practical value relating to positive business outcomes. The impact of NCS starts with engagement, leads to retention, and ultimately delivers increased profitability for businesses.

Profitability correlations showed a clear financial relationship. Fully connected workforces experienced 38.7% greater profitability than fully disconnected workforces. While that relationship shows the potential impact of transforming an organizational culture, gains in profitability can be achieved with even small increases in NCS.

In fact, each NCS point increase corresponds to a 4.3% profit increase per employee—suggesting that current employee feelings of connectedness simply need to improve incrementally and not be “perfect” to significantly benefit businesses.

38.7%

Greater profitability potential for organizations with higher NCS scores overall.

PROFITABILITY BY INDUSTRY NCS



The validation research revealed a fascinating pattern across industries that tells us something profound about the nature of feeling seen and heard at work. In environments where relationships can flourish, business results follow—but the path to creating these environments can vary dramatically by industry context.

Financial services emerged as our highest-performing sector, with an average NCS of 56. In an industry often stereotyped as impersonal, the best-performing organizations have made a human connection with their employees.

Information, Media and Content Providers and Technology firms follow closely behind and these top industries, both in terms of profitability and in NCS performance, share common characteristics in the supervisor/employee relationship dynamic. In these service industries, the mentor-mentee relationship is built into the business model and that may describe why we've observed such strong business performance.

Technology firms (NCS 49) may succeed due to their embrace of flat hierarchies and open communication channels. In contrast, the story in postal, courier, and messenger services (NCS 7) may reveal how structural barriers can impede human connection.

NCS BY INDUSTRY

- *Financial Services: 56*
- *Information, Media and Content Providers: 49*
- *Computer Systems Design: 49*
- *Public Administration: 19*
- *Food and Beverage Stores: 11*
- *Postal, Courier, and Messenger Services: 7*



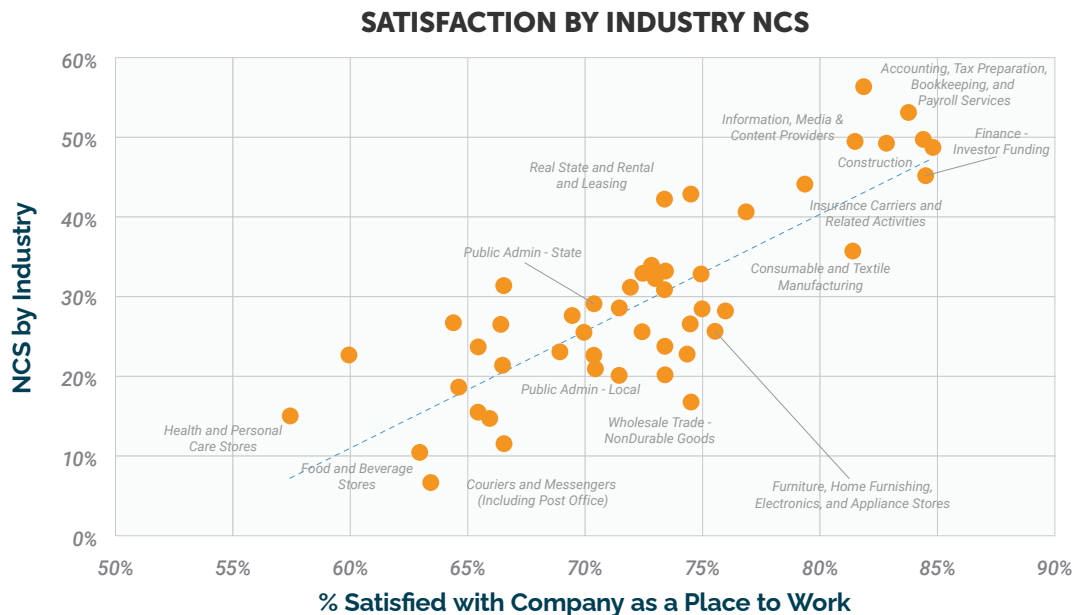
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How Feeling Seen and Heard Drives Business Outcomes

When we compare NCS to traditional metrics like eNPS® and Gallup Employee Engagement Index™, we’re not just looking at competing numbers—we’re seeing different stories about what matters at work. While eNPS® tells us if employees would recommend their workplace, NCS tells us why they might feel that way in the first place. The stronger correlations with retention and profitability (56% variance explained versus 31%) aren’t just statistics—they’re proof that feeling truly seen and heard touches something fundamental about human motivation at work.

Given that NCS is shown to be related to so many key business performance factors, the questions quickly turn to “what are the factors that drive NCS?” Our validation research reveals that feeling seen and heard by one’s supervisor is driven by specific emotional and behavioral factors.

NCS holds expected relationships with existing employee satisfaction and engagement metrics, while simultaneously being distinct in important ways. Given the relational basis of NCS, it is not surprising that the measure reveals more practical insights on how to connect with and engage employees.



The research demonstrated a strong positive relationship between NCS and employee satisfaction. This relationship is an expected and important foundation for evaluating the validity of the new measure.

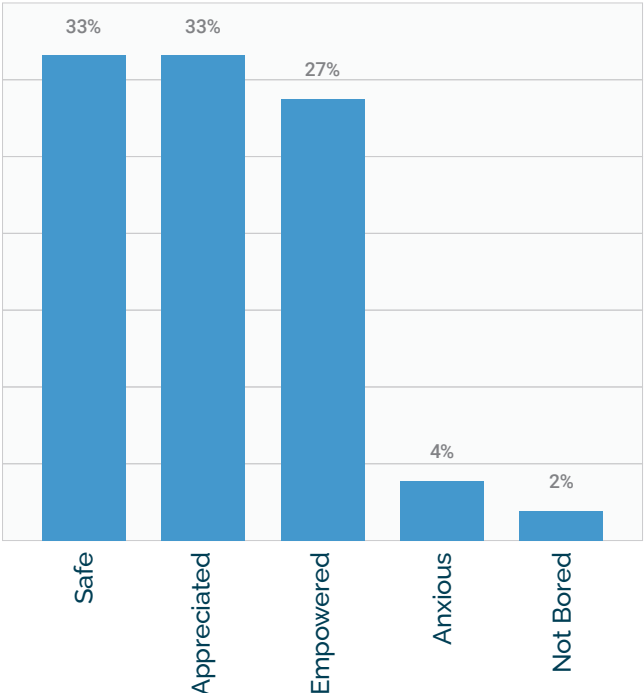
However, NCS relationships provide much greater explanatory power, empowering supervisors to take actions that will impact employee's connectedness in ways that relate to positive business outcomes. At both individual and industry levels, three core elements emerge as primary drivers.

Three Primary Factors Driving Employee Connection

Out of the many factors studied as potential drivers of employee connectedness, three emerged as the most important including feeling psychologically safe (33%), appreciated (33%), and empowered (27%).

Additional drivers include feeling supported, inspired, excited, and trusted, collectively explaining 22% of the variance in individual NCS scores.

PREDICTORS OF NCS



- 1. KEYS TO EMPLOYEES FEELING SAFE**
 - Psychological safety to express opinions
 - Comfort in raising concerns
 - Trust in supervisor's support
- 2. KEYS TO EMPLOYEES FEELING APPRECIATED**
 - Recognition of individual value and contributions
 - Acknowledgment of unique skills and perspectives
 - Regular meaningful feedback
- 3. KEYS TO EMPLOYEES FEELING EMPOWERED**
 - Authority to make decisions
 - Support for taking initiative
 - Voice in team and organizational matters

Going deeper into the psychological safety results reveals that NCS is related to key components including feeling that “unique skills and talents are valued” ($r=0.49$), “it is safe to take risks” ($r=0.40$), and “able to bring up tough issues” ($r=0.42$).

CORRELATION WITH EDMONDSON'S PSYCHOLOGICAL SAFETY SCALE



Importantly, our research shows that when these drivers are present, employees are less likely to fear embarrassment, and, therefore, are more likely to feel comfortable raising new ideas, asking challenging questions, and sharing contrary opinions—all hallmarks of a healthy organization.

The story our data tells is clear—when employees feel seen and heard, they stay longer, perform better, and contribute more to their organization's success. But perhaps more importantly, they bring their full selves to work.



The Bottom Line: Getting to Connection

In conclusion, the foundational research has revealed that when organizations successfully create environments where employees feel genuinely seen and heard, business performance improves particularly in three key areas—employee engagement, retention, and profitability.

- **Higher NCS is directly related to higher engagement.** Employees are at least 55% more likely to raise new ideas, 44% more likely to admit mistakes without fear, and 39% more likely to take calculated risks—all behaviors that drive innovation and team cohesion.
- **Higher NCS is directly related to higher retention.** Employees are at least 31% less likely to think about leaving their employer once a week and are likely to stay with the employer an additional 9.5 months—reducing the need for costly rehiring and retraining.
- **Higher NCS is directly related to higher profitability.** Fully connected workforces experience a 38.7% greater profitability than fully disconnected workforces—fueling sustained business growth and stability.

These comprehensive validation results establish NCS as not just a psychometrically sound measure, but as a practical tool for predicting and improving business outcomes. The consistency of results across different metrics and contexts suggests that NCS captures fundamental aspects of workplace dynamics that drive organizational success.

The path from measuring to improving NCS scores requires a deliberate approach that transforms data into meaningful change. Companies that focus on fostering connection will see gains in engagement, retention, and overall profitability, helping them stay competitive in today's rapidly evolving workplace.

HIGHER ENGAGEMENT

Employees are 55% more likely to share ideas, 44% more likely to admit mistakes, and 39% more likely to take risks.

HIGHER RETENTION

Employees are 31% less likely to consider leaving weekly and stay an average of 9.5 months longer.

HIGHER PROFITABILITY

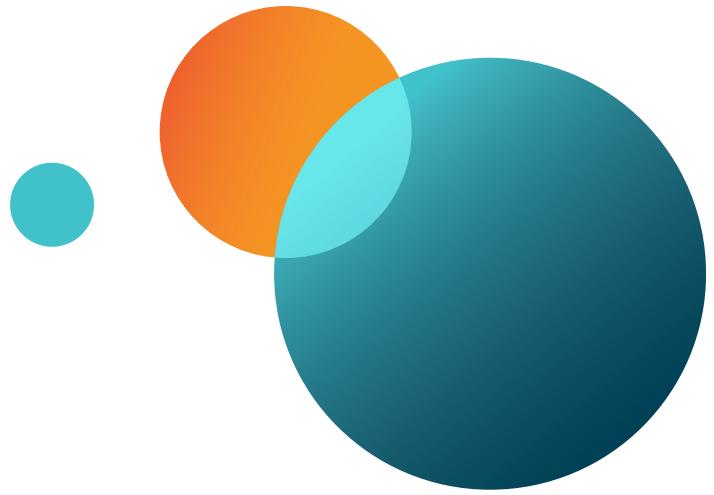
Fully connected workforces see 38.7% greater profitability, driving growth and stability.

“

Our research suggests that understanding and addressing workplace connection isn't just an HR initiative—it's a business imperative.

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Who We Are

Quantum Connections Training LLC (dba Quantum Connections) is an employee connection and performance platform for HR and business leaders seeking to measurably improve employee engagement, retention, and profitability. Founded by renowned relationship experts and best-selling authors, Harville Hendrix, Ph.D., and Helen LaKelly Hunt, Ph.D., Quantum Connections is grounded in the neuro and quantum social sciences and equips leaders and employees with the dialogue skills needed to foster collaboration, creativity, and connection that leads to lasting behavioral transformation and measurable business performance improvement.

The Net Connected Score research was conducted by an independent third-party research firm, Sentient Decision Science, adhering to the highest standards in methodology and data collection. Sentient is a behavioral science based firm founded in 2007. Sentient is a global, award-winning expert in consumer psychology and the emotional drivers of human behavior. Sentient technology has been translated into 40+ languages and has measured human cognitive and emotional response in over 145 countries globally.



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