

In an always-on, always-connected workplace, some employees choose their own definition of what connected truly means.

We expect many of you have entire cohorts of employees who are hard to reach. They don't click your emails. They never fill out a survey. And, at this point, some of your colleagues think they've gone off-grid entirely.

We're here to tell you: that's okay.

THEY MAY NOT CLICK — BUT THEY STILL CARE

Here's the thing. If you have hard-to-reach employees at your company today, then you can probably guess that your company has always had them. And yet, somehow, products still ship. Services continue to be delivered. Customers remain happy. And the business continues to generate revenue.

Whether you believe this is a positive or negative, in today's workforce, some employees simply don't feel the need to stay connected 24/7. They know how, and could if they choose, but instead, they rely on other channels to stay in the loop. That's a choice – not a red flag.

Meanwhile, others are connected. And they're doing the invisible work of keeping the wheels turning, often without even realizing it. You probably don't know who they are, even though you can, but they're keeping the pulse alive. And that counts.

CONSIDER YOUR EMPLOYEES' PERSPECTIVE

Let's flip the script for a moment. Just because you think every employee should be engaged with the company intranet or Teams channel doesn't make it true.

There are plenty of staff all over the globe who love what they do, who they do it with and for but don't care to fill out your "engagement" survey. Their satisfaction may not show up in a comms audit, but that doesn't make it any less real or impactful.

When we focus too much on connecting to employees — and not enough on connecting with them - internal communicators risk missing the point. It's not about blasting another push notification. It's about respecting your workforce and understanding that there is no one-size-fits-all approach to personal fulfillment.

WHERE FULFILLMENT LIVES

Ask any employee - anywhere on the planet - what they like about their job. We would bet an entire year's salary not one of them will say "the newsletter," how "frictionless the HR app is," or whether a town hall was "engaging."

What they will talk about, however, is the pride of doing a job well done. How much they enjoy working with their team. The feeling of doing something great for customers, and maybe even the difference they're making in the world.

These are not the feelings of employees who are disconnected or discontented. These are the feelings of employees who are highly connected and deeply content.

WHAT MATTERS TO THEM

If you and those in your orbit insist on measuring connection and contentment the way you measure watts per hour or units shipped per day, then you're missing the point entirely.

Yes, what matters gets measured. But some of the most powerful forms of employee connection? You can't chart those in Excel. And that's okay.

So, if you've got some quiet contributors who aren't waving flags or lighting up your analytics, don't assume the worst. Ask better questions. Listen harder. Dive deeper. Let go of the idea that you must be connected to your workforce.

Instead, connect with it.

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