THRIVING TO WIN

USING EMPLOYEE ENGAGEMENT TO UNLOCK POTENTIAL

Lewis Garrad

Growth Markets, Mercer | Sirota

THE ERA OF ENGAGEMENT

90%

of HR professionals say their leaders recognize the value of engagement.[1]

8 out of 10

organizations have a formal engagement program of one form or another.[1]

$$$

millions of dollars have been invested by organizations in engagement over the past five years.[2]

Mercer 2017 Talent Trends Report

Analytics that leaders are looking for

Sources: 1. The Engagement Institute. The DNA of Engagement Report, 2014. 2. Study by Bersin by Deloitte, 2014.

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WHY WE MEASURE ENGAGEMENT?

*Employee performance is the combination of individual talent and engagement, meaning the best way to maximize talent is to ensure it is **engaged**.*

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*OCBs = organization citizenship behaviors

A BRIEF HISTORY OF ENGAGEMENT

More than 25 years

…since the term “employee engagement” was coined

8,000+

Employee engagement related books on Amazon.com

Highly enthusiastic companies outperform their matched peers*

*The Enthusiastic Employee – David Sirota, 2013

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WHAT IS THE STATE OF ENGAGEMENT?

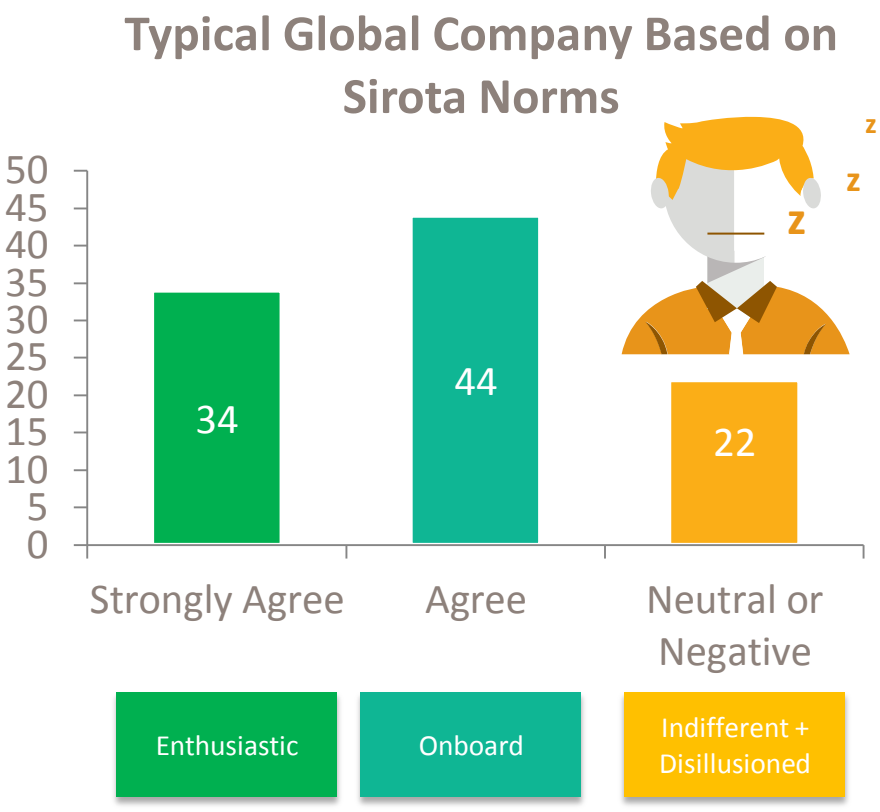
Each year we ask about 1 million people in companies all over the world, how they feel about work.

We want to know if they are:

Committed

Contributing

Captivated



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CHANGE IS THE NEW NORMAL

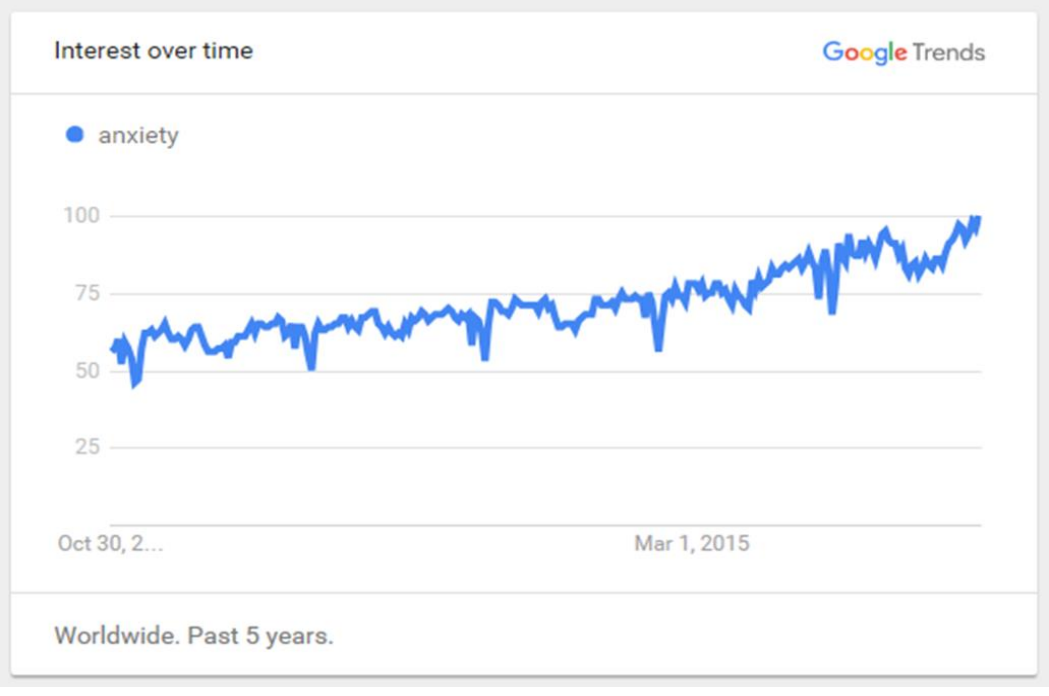
Volatility

Uncertainty

Complexity

Ambiguity

This uncertainty leads to anxiety



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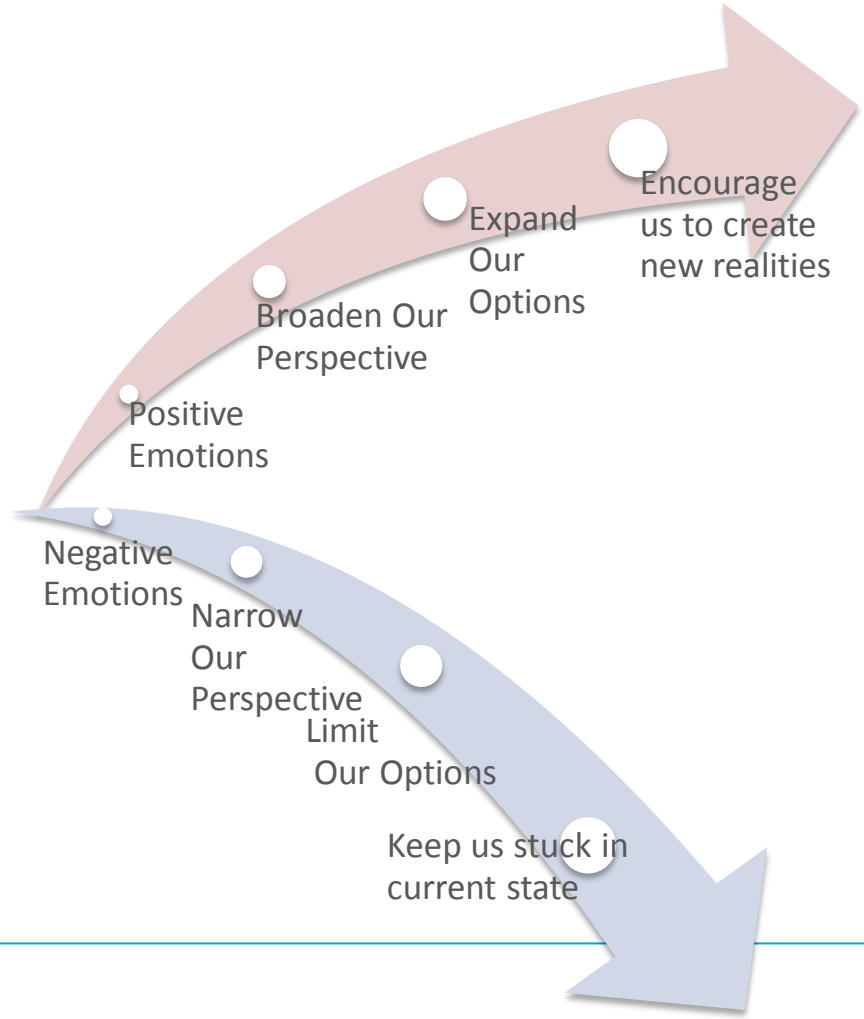
THE PSYCHOLOGY:
WHEN WE'RE UNDER PRESSURE, WE NARROW OUR ATTENTION

Our mindset influences our actions

Barbara Fredrickson's Broaden & Build Research



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FAILURE TO THRIVE

Why do so many organizations find it difficult to achieve the transformational work environment they want?

Narrow and internally focused	**Loose, lacking in discipline**
Accepting of the status quo	**Belligerent, lacking empathy**

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FAILURE TO THRIVE

Why do so many organizations find it difficult to achieve the transformational work environment they want?

Out of touch with the external world	**Poor execution or too much red-tape**
Lack of innovation & change	**Negative or damaging culture & work environment**

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1

LEADERS

2

TEAMS

3

INDIVIDUALS

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BLUE ORIGIN

Google

my boss is

my boss is Remove
my boss is **mean**
my boss is **lazy**
my boss is **bipolar**
my boss is **awesome**
my boss is **overworking me**
my boss is **a tyrant**

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TALENT TO THRIVE

Bright & Curious	Conscientious & Diligent
Obscure & difficult to understand	Compliant & Micromanaging
Ambitious, energetic, resilient	Warm & Understanding
Pushy & Arrogant	Passive Aggressive / Conflict Avoidant

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BUILDING ORGANIZATION RESILIENCE

Rigid Response	Resilient Response
• Limited information sharing, decision making is consolidated • Tightening of controls (e.g., micro-management) • Resource hoarding (e.g., increased turf wars, silos) • Isolated, insulated leaders	• Extensive information sharing and joint problem solving • Loosening of controls (e.g., empowerment) • Resource sharing (e.g., synergy & collaboration) • Connected, integrated leaders

Based on Sutcliffe & Vogus's Resilient and Rigid Responses to Threat model (2003)

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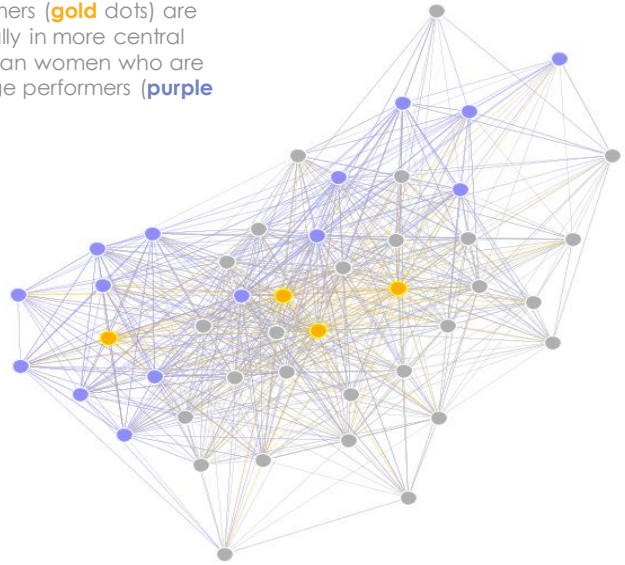
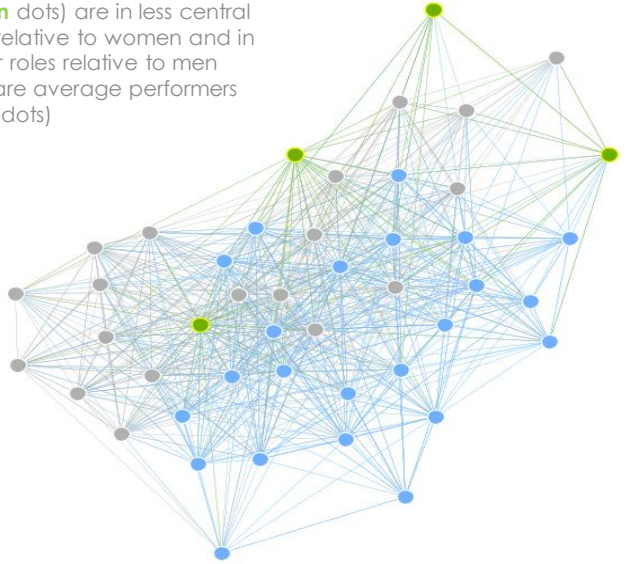
NEW WAYS TO UNDERSTAND BEHAVIOUR

Women who are high performers (**gold** dots) are generally in more central roles than women who are average performers (**purple** dots)



Men who are high performers (**green** dots) are in less central roles relative to women and in similar roles relative to men who are average performers (**blue** dots)



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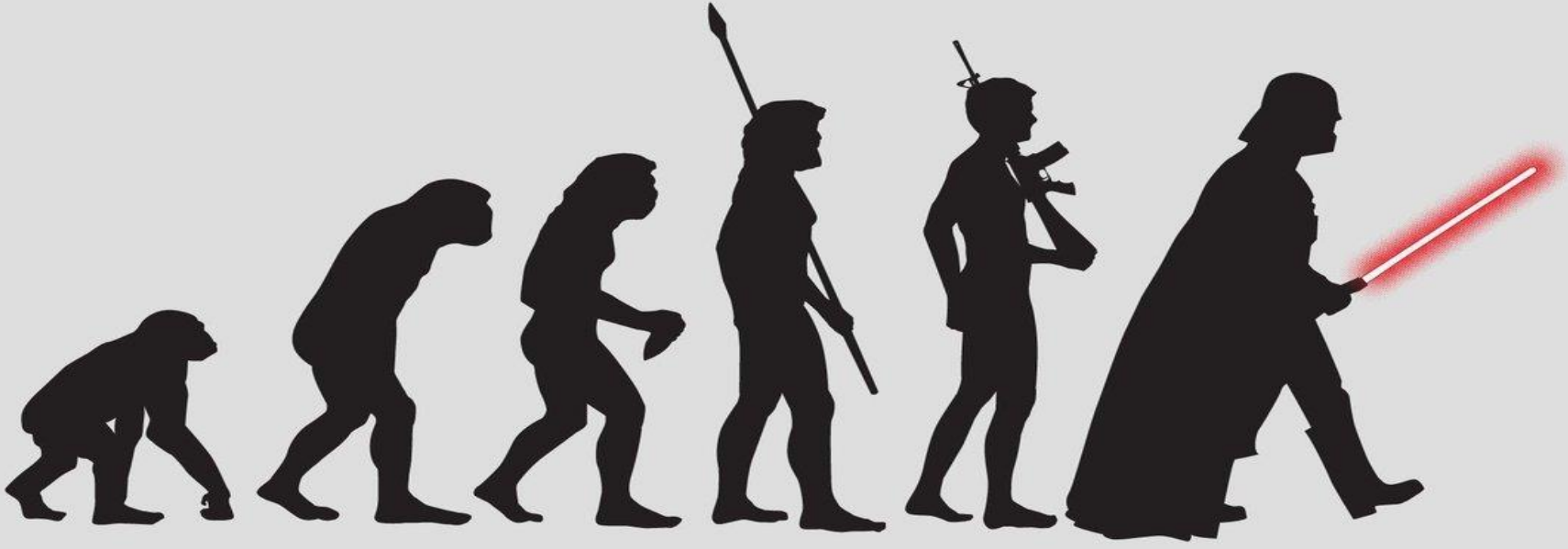
WHAT PEOPLE WANT AT WORK



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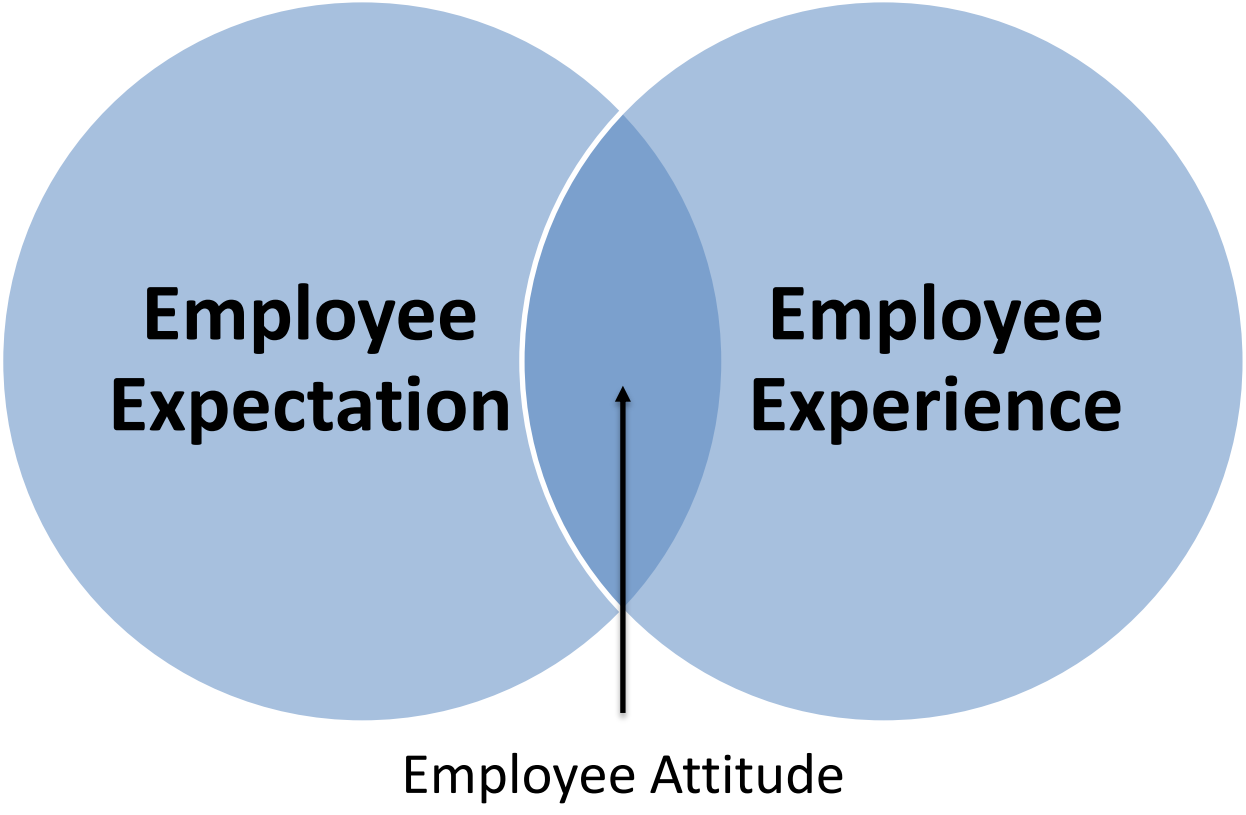
WHAT PEOPLE WANT AT WORK



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OUR POINT-OF-VIEW
ENGAGEMENT AND WORKPLACE ATTITUDES

When people are working toward a common purpose, in an enthusiastic workforce built on a foundation of shared values and partnership principles, and with systems and processes that are flexible and adaptive, organizations can reach their full potential and achieve unprecedented levels of performance. **We call this "Dynamic Alignment".**

Out of touch with the external world

Poor execution or too much red-tape

Lack of Innovation & change

Negative or Damaging Culture

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Architect a strategic plan that establishes clear goals, structures and accountabilities that drive performance

Elevate leadership and management practices by ensuring leaders and managers live the values and model the behaviors that promote a partnership driven culture

Enable employees to execute on strategy through flexible and participative systems, process, tools, and resources

Unlock workforce potential and sustain **employee engagement** by ensuring leaders and managers meet the achievement, camaraderie, and equity needs of their people

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Harvard Business Review

MOTIVATING PEOPLE

How to Make Work More Meaningful for Your Team

by Lewis Garrad and Tomas Chamorro-Premuzic

AUGUST 09, 2017

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MAKE TOMORROW, TODAY