

Engagement Without Borders

How Global Organizations Build Employee Engagement



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Today's Speakers



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Who We Are

A global consulting firm:

- Dedicated to creating **sustainable high-performance organizations**
- Founded in 1973 by Buck Blessing and Tod White -- two pioneers in the field of employee engagement
- Employee-owned since 2001
- Headquartered in Princeton, NJ with offices in 16 countries



The Research

- Part of a series
- Nearly 11,000 survey responses
 - 52% have direct reports, with 7% VP or above
 - 55% men / 45% women
 - Mix of generations, industries, functions

Download at
www.blessingwhite.com/research



Why Bother?

- Earnings-per-share
- Productivity and cost savings
- Customer loyalty
- Increased sales
- Workforce resilience
- Retention of talent



What business outcome are you trying to achieve?

POLL: Where Are You?

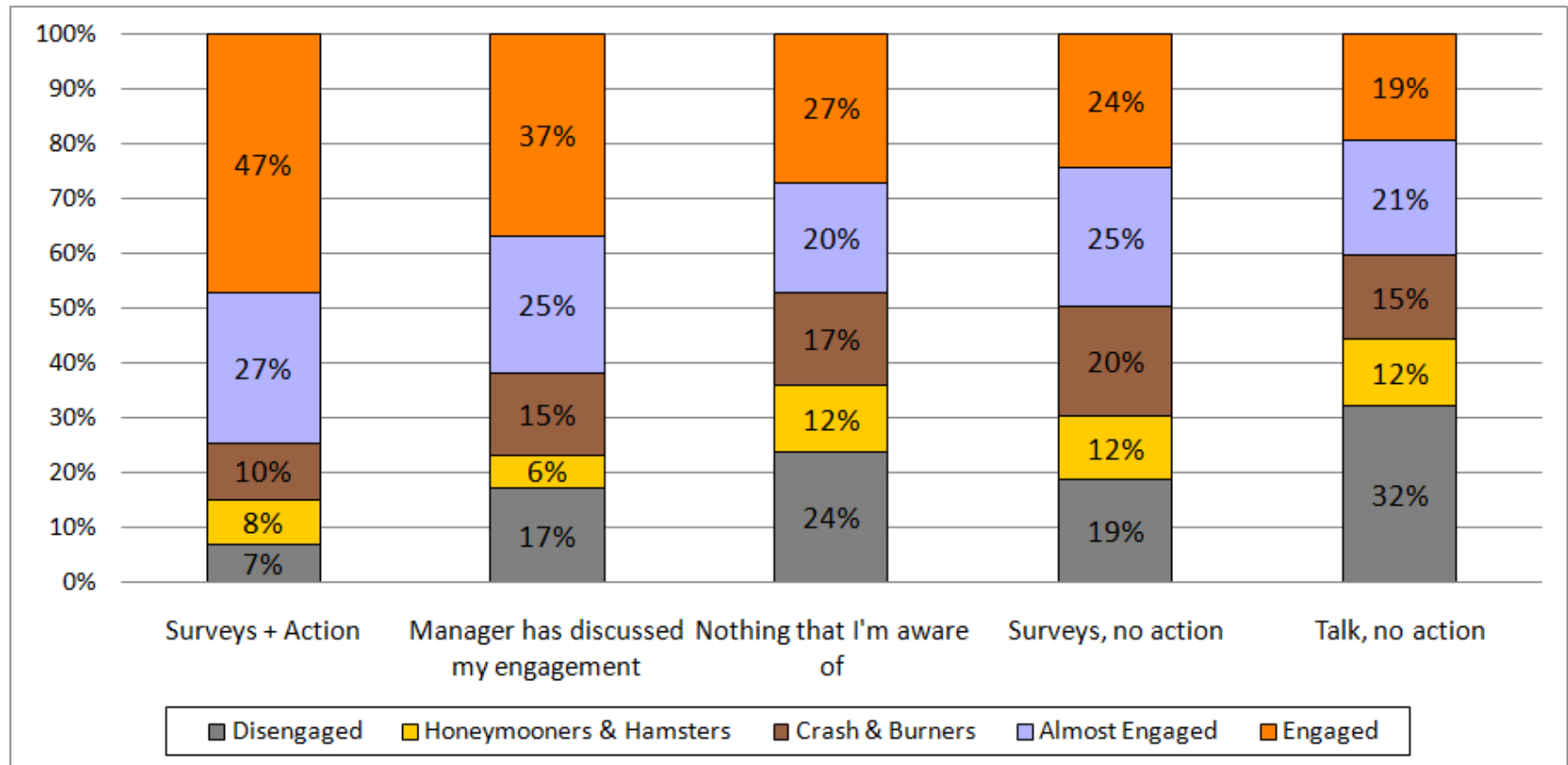


What...

...Not to Do

Survey Without Follow-up Actions

What is your organization doing?

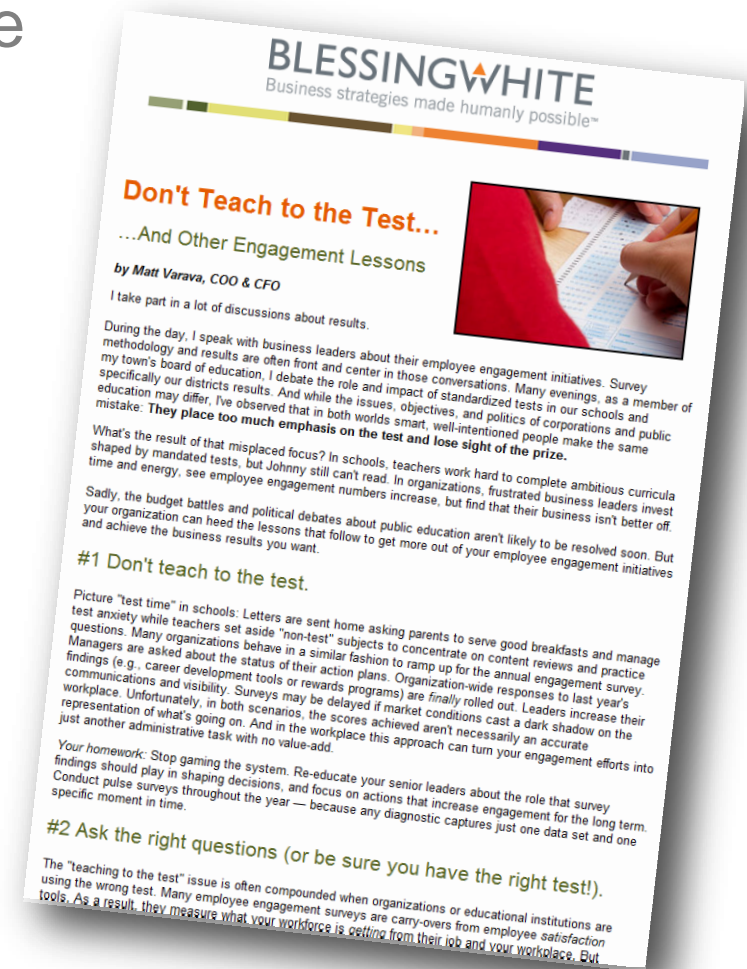


Focus Only on Action Planning



Teach to the Test... ...and other mistakes

- Devoting your entire budget to the survey, leaving none for action
- Creating one action plan across globe
- Gaming the system
- Asking the wrong questions



Takeaway #1

Keep your eye on the prize! Don't 'do' engagement for engagement's sake. Have a clearly defined purpose & business outcomes.

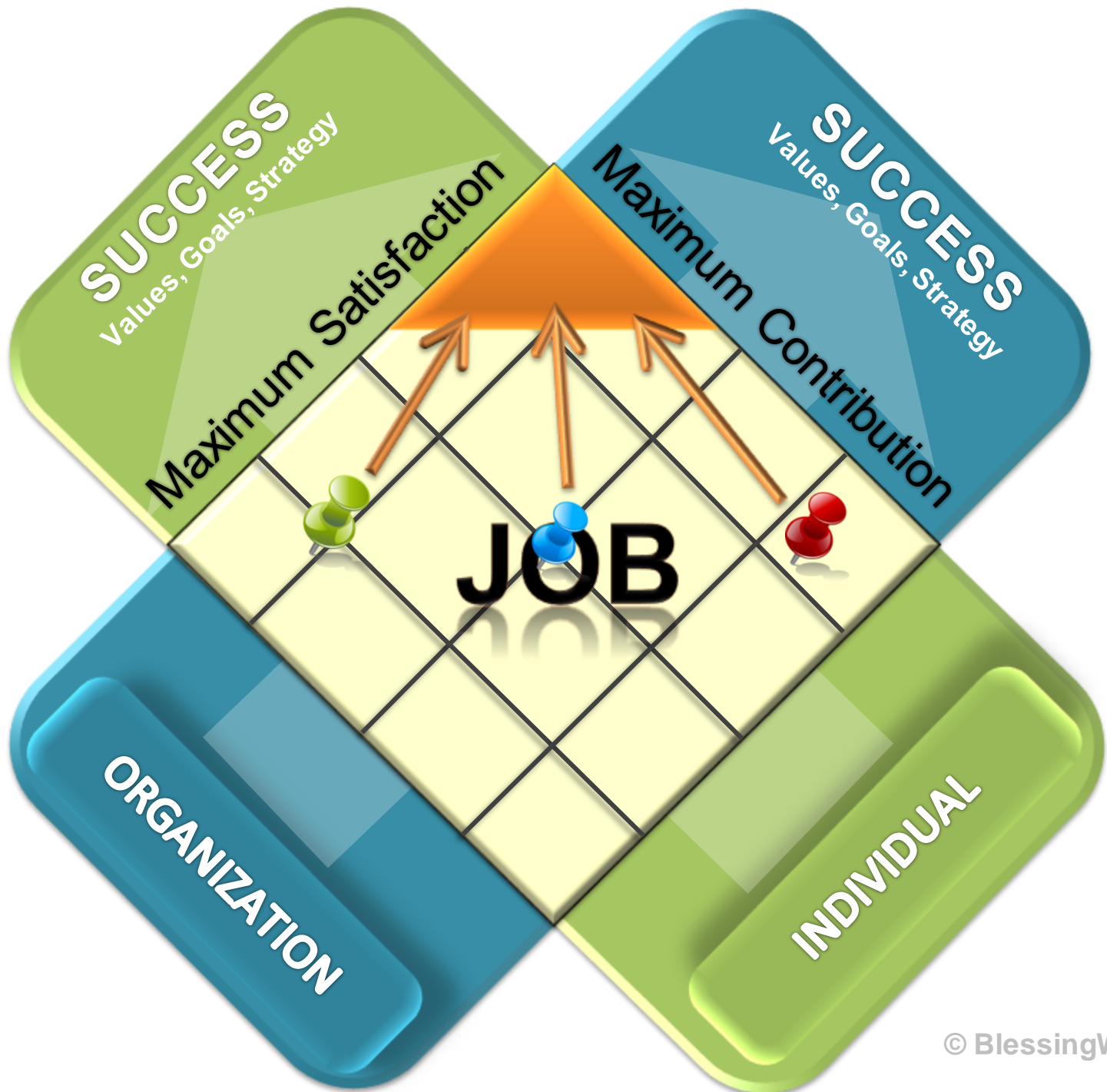


Start with a working (and *workable*)
definition of ...

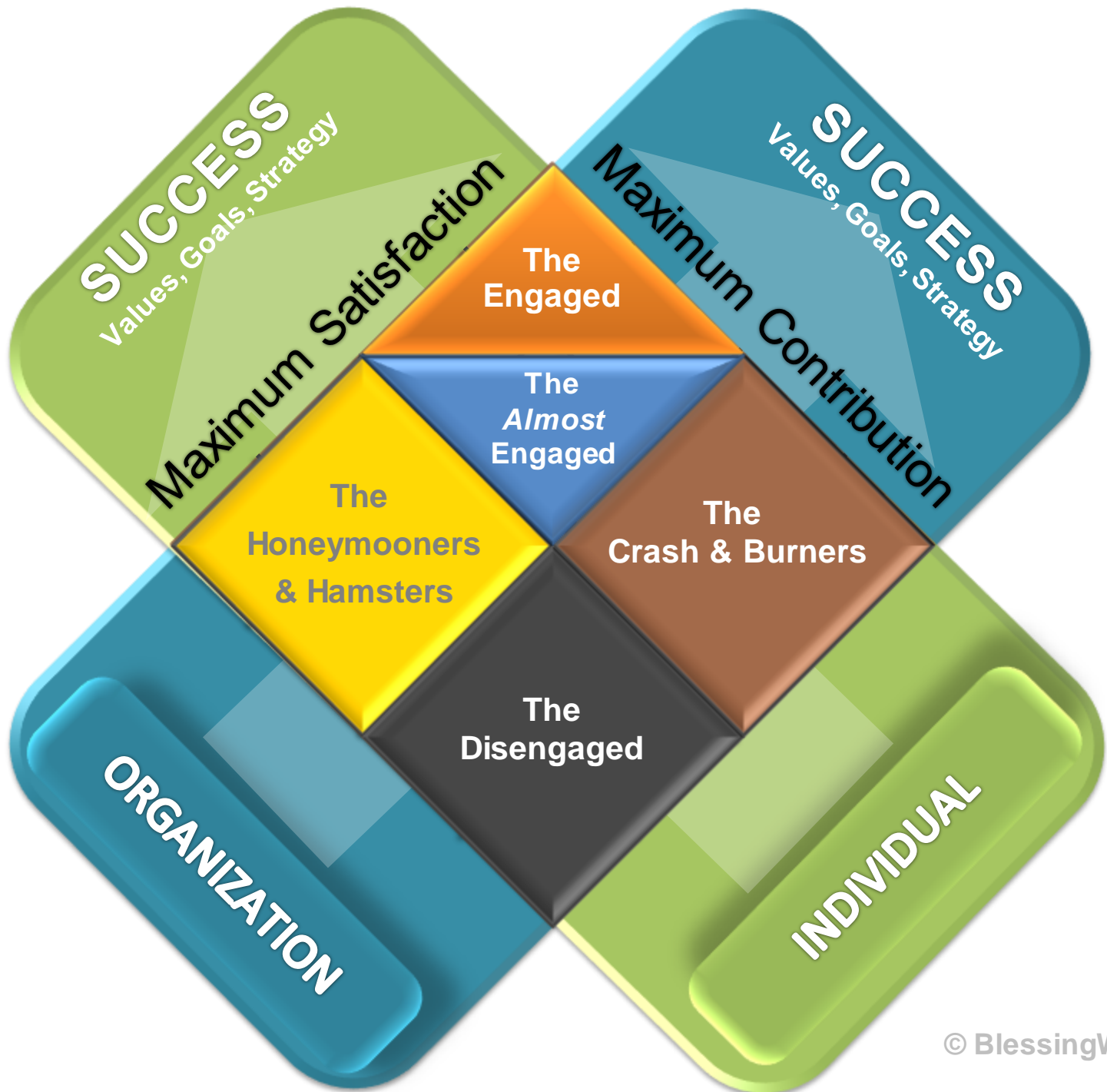
...Employee
Engagement

Satisfaction \neq Engagement

Commitment \neq Engagement



Engaged employees are
“enthused” and “in gear.”



**Engagement levels are not
defining characteristics, rather
descriptions of points in time.**



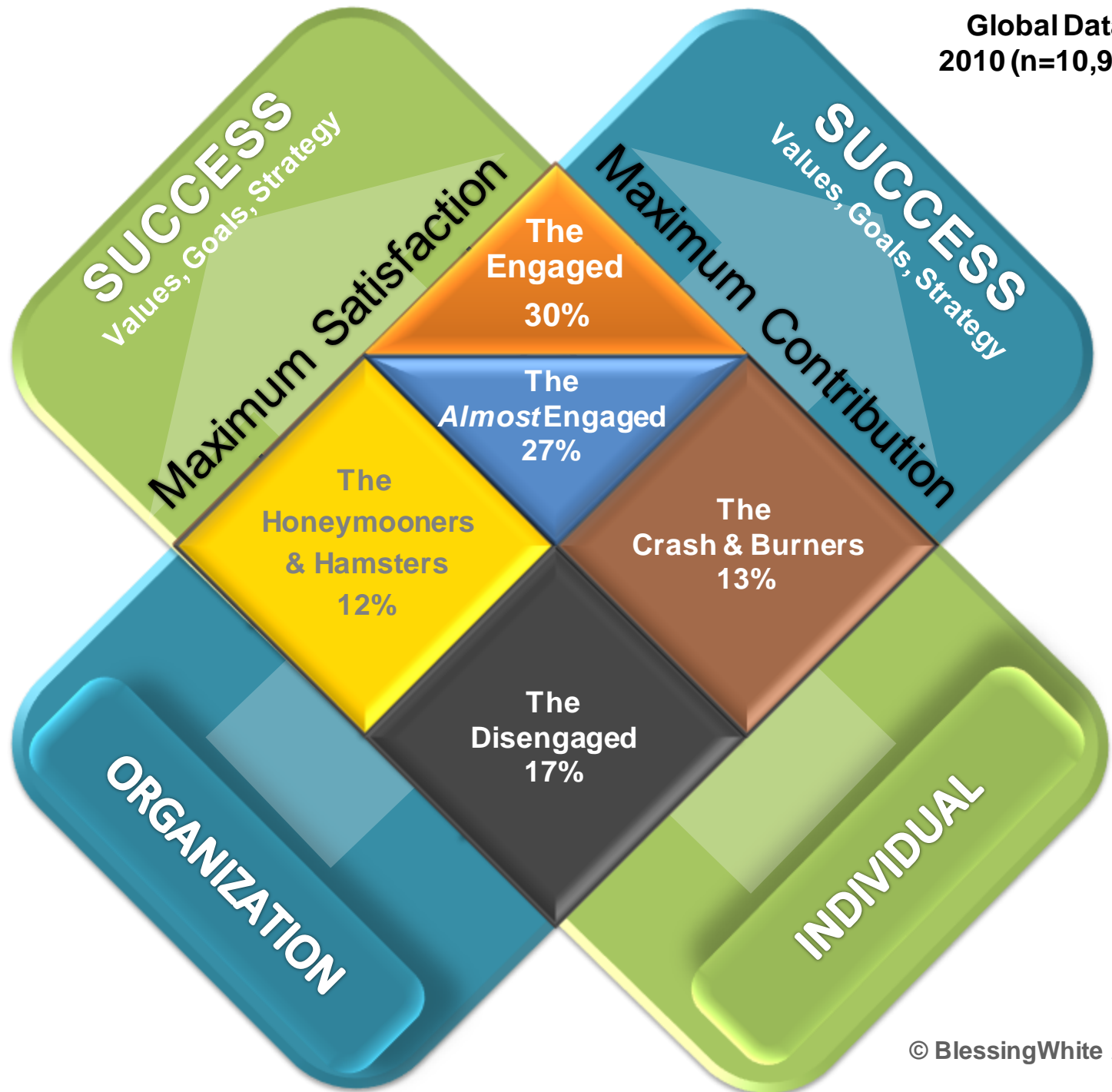
Takeaway #2

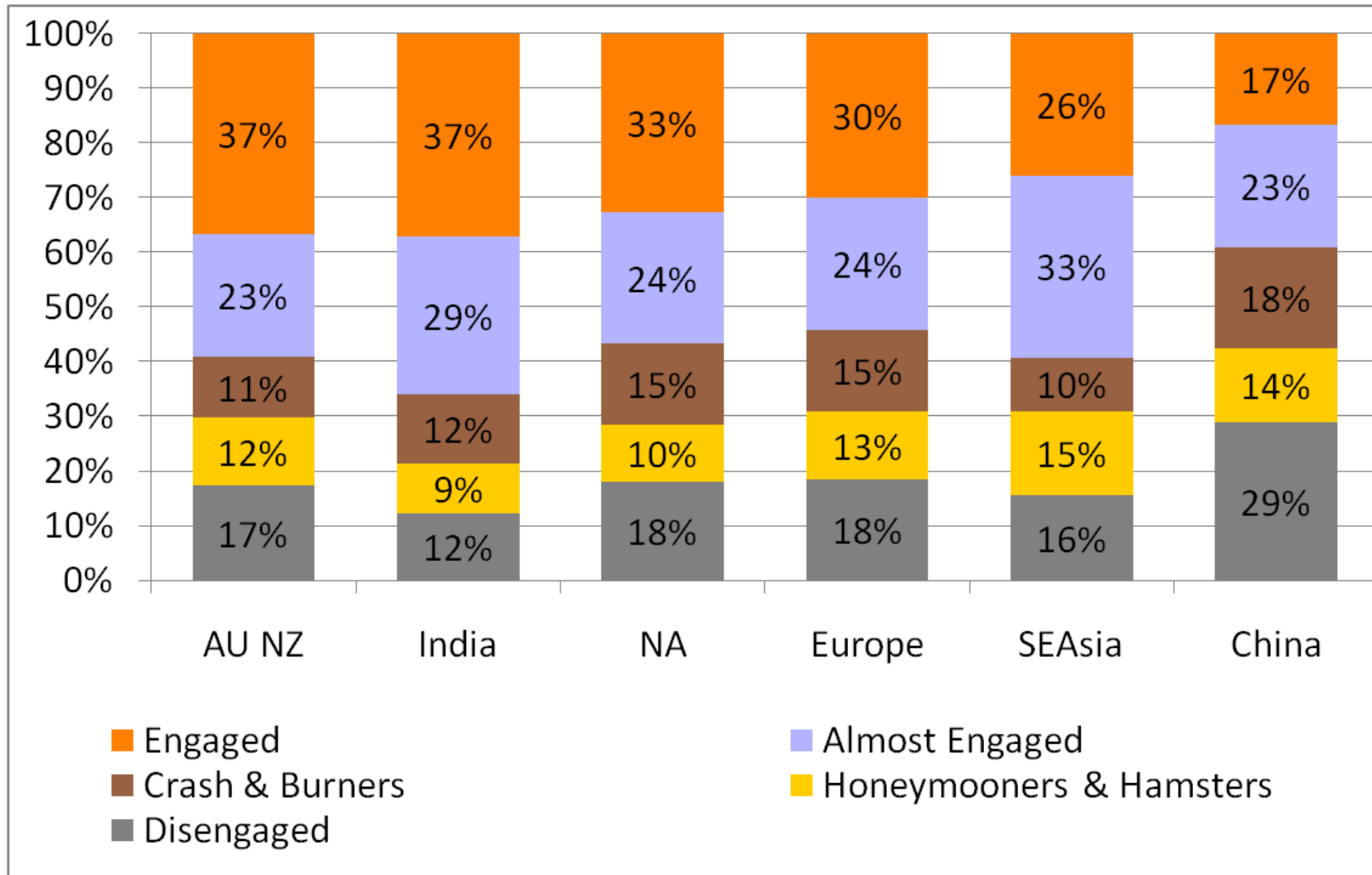
Keep your eye on the prize! Don't 'do' engagement for engagement's sake. Have a clearly defined purpose & business outcomes.

Adopt a common definition that includes contribution – don't chase satisfaction

Who Is Engaged...

...and Who Is Not?

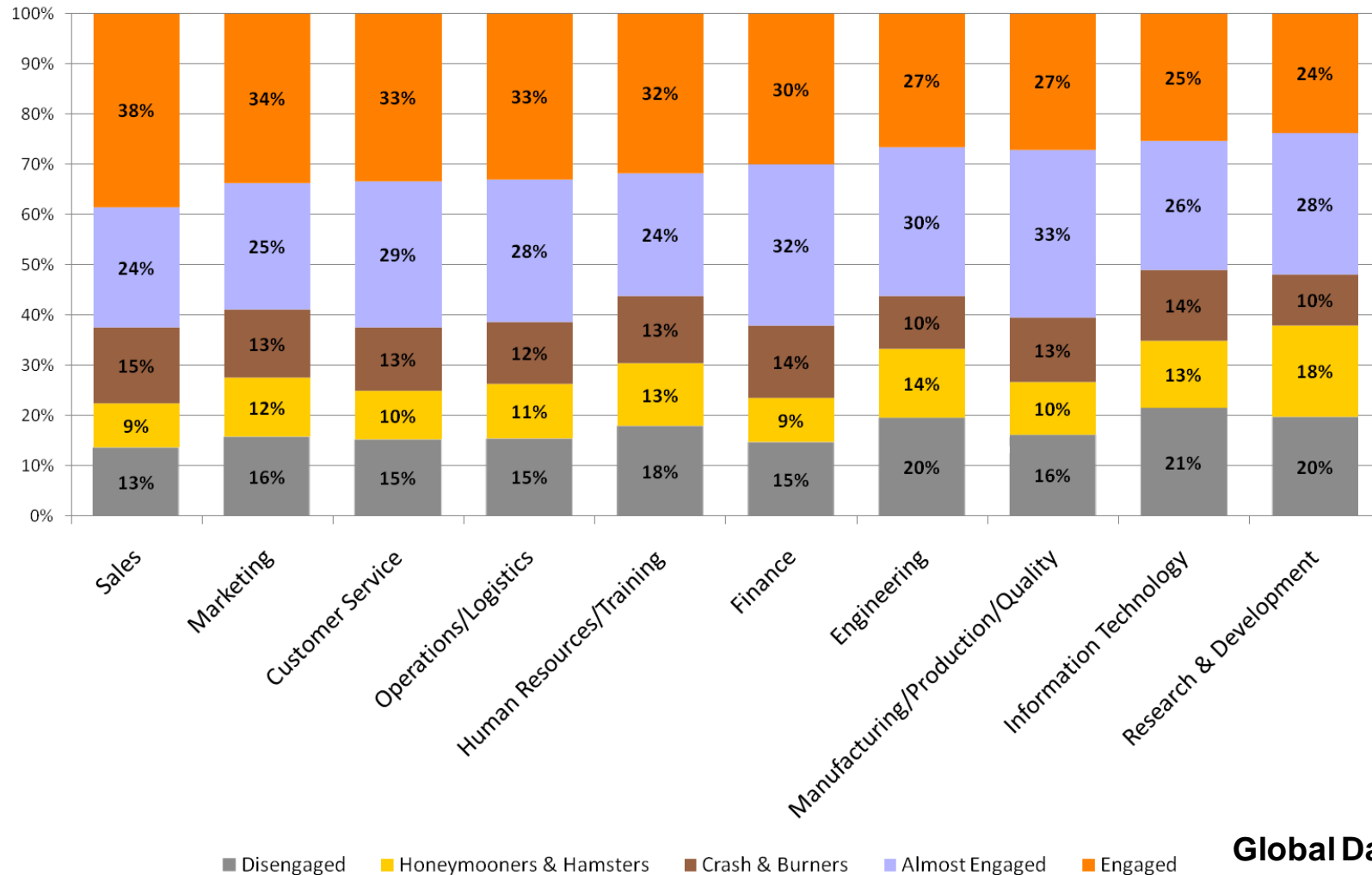




**Older employees are
more engaged.**

Things are rosier at the top.

By Department (global)



Global Data 2010
(n=10,476)

Employees closest to
strategy and customers **are**
often the most engaged.

POLL: Where Are Your Trouble Spots?

- In specific regions
- In particular departments or business units across regions
- In one generational demographic
- Everywhere
- Other





Takeaway #3

Keep your eye on the prize! Don't 'do' engagement for engagement 's sake. Have a clearly defined purpose & business outcomes.

Adopt a common definition that includes contribution – don't chase satisfaction

Get enough data to identify trouble spots for action, but avoid the 'data black hole'.

What Drives...

...Engagement?

Satisfaction

Most people want work that “works” for them...

- “More opportunities to do what I do best” (21%)
- “Career development opportunities and training” (24%)
- “More flexible job conditions” (14%)



Contribution

- “Greater clarity about what the organization needs me to do & why” (21%)
- “Development opportunities & training” (20%)
- “More resources” (19%)
- “Regular, specific feedback about how I'm doing” (16%)





Takeaway #4

Keep your eye on the prize! Have a clearly defined purpose & business outcomes.

Adopt a common definition that includes contribution

Get enough data to identify trouble spots, but avoid the 'data black hole'.

Engagement drivers vary, but ultimately are personal

Moving the Needle...

...What WILL Work



culture

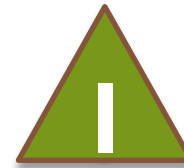
Your culture can be positive, empowering, poisonous, passive-aggressive or anything in between.

Successful companies invest in building a positive & purposeful culture to support their execution.



culture

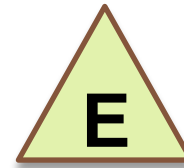
**Engagement as
a daily priority
and
shared
responsibility.**



Individual



Manager



Executive

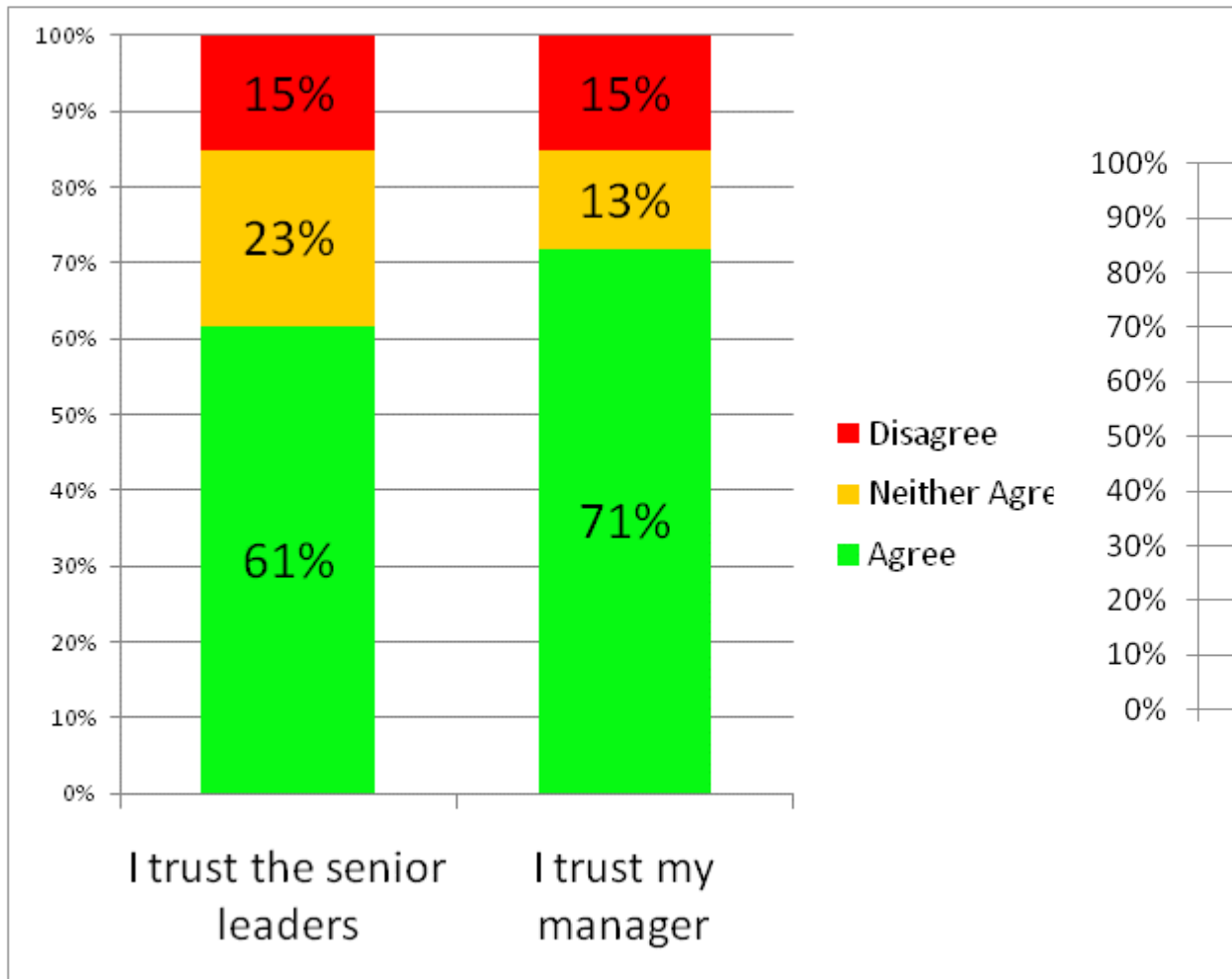
Executives must demonstrate trustworthiness.



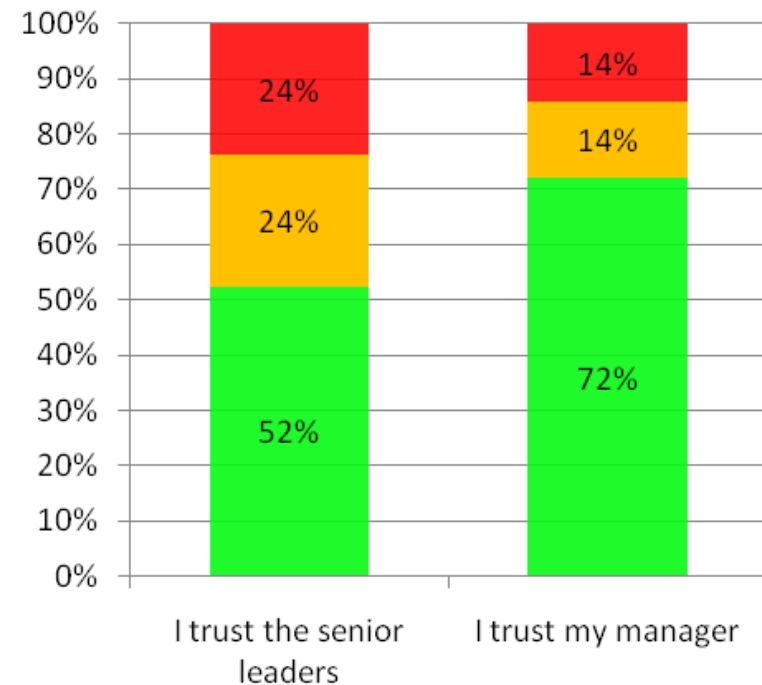
POLL

What percentage of your workforce trusts senior leaders?

- <25%
- 25 – 50%
- 50 – 75%
- >75%



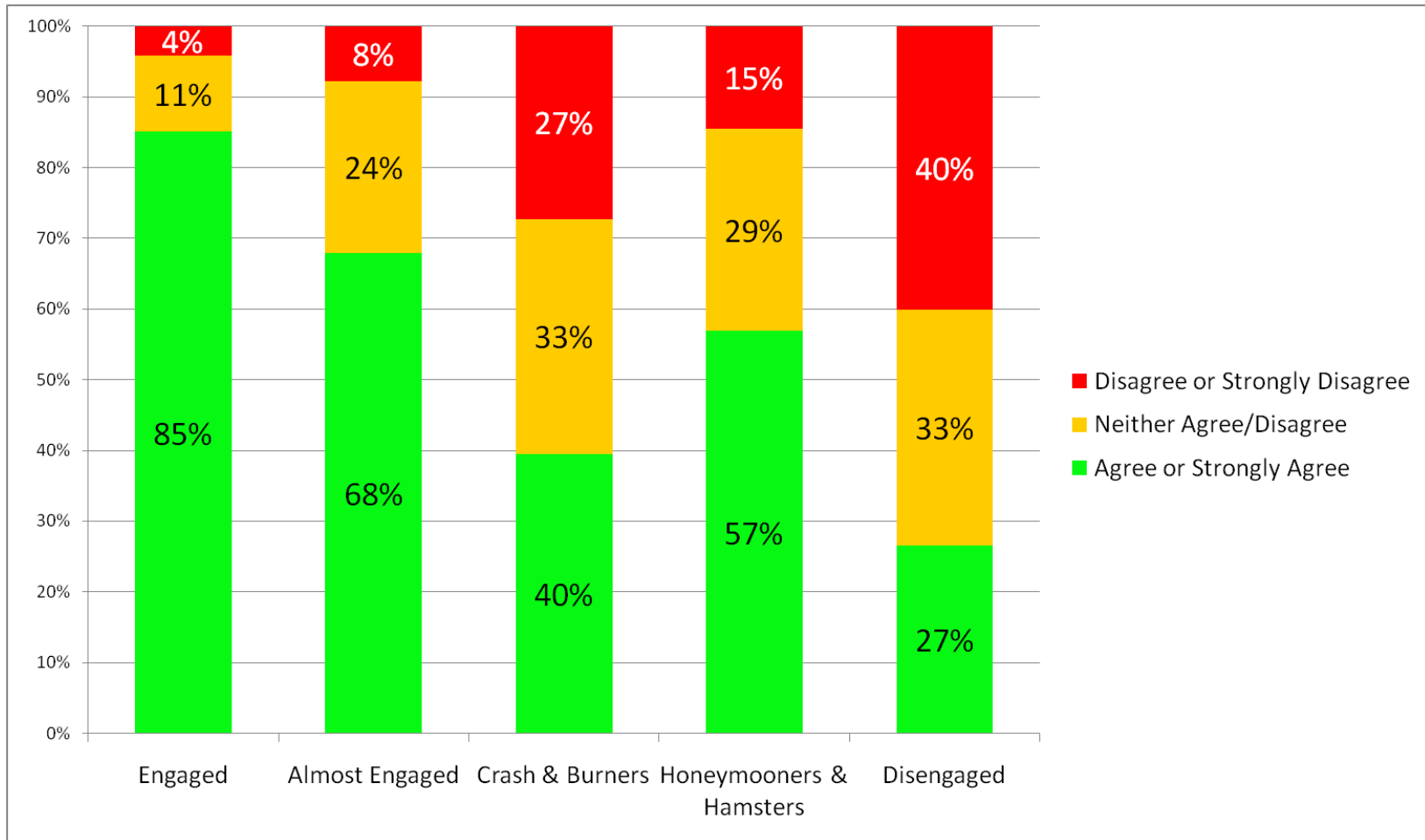
Global Data 2010 (n=10,914)



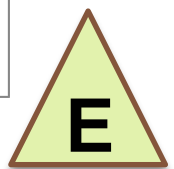
NA Data 2010 (n=2,895)



"I trust senior leaders..."



Global Data 2010 (n=10,914)



You Need to...

- Walk your talk
- Communicate with clarity and inspiration
- Shape a culture that fuels engagement, one focused on contribution *and* satisfaction



**Managers must build
relationships.**



Become Known

- Who are you? As a leader? As the person behind the title?
- What's your personal motivation?
 - When are you most engaged at work?
 - Why did you join this organization? Why do you stay?
 - When you consider the organization's future, what are you most excited about?
 - What are you most anxious about?
- Who knows this?



Know Your Team





Don't assume you know who's engaged and who's not.



Try Engagement Reviews

- Meaning
 - Connection to larger goals, purpose
- Focus
 - Top priorities now
- Job
 - Aspects that excite, challenge, “fit”
- Growth
 - Strengths to build on, career aspirations?



Become Engagement Champions



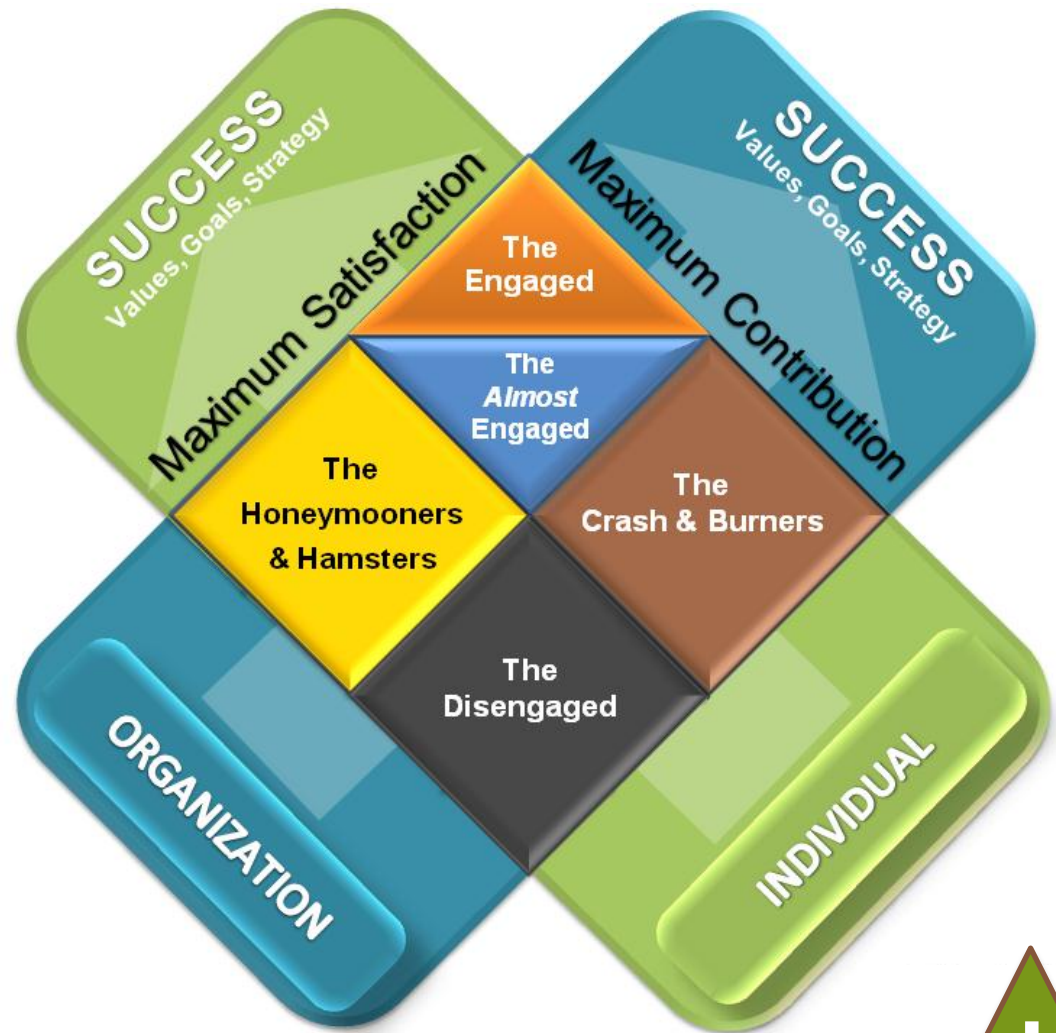
**Individuals must take control of
their own engagement.**



Where Are YOU?

Does your work 'work' for you?
Does it 'work' for your employer?

What Can YOU Do?



Engagement Levers





Takeaway #5

Keep your eye on the prize! Have a clearly defined purpose & business outcomes.

Adopt a common definition that includes contribution

Get enough data to identify trouble spots, but avoid the 'data black hole'.

Remember that engagement drivers are personal

Ensure shared ownership and accountability across the organization



Takeaways

Keep your eye on the prize! Have a clearly defined purpose & business outcomes.

Adopt a common definition that includes contribution.

Get enough data to identify trouble spots but avoid the 'data black hole'.

Remember that engagement drivers are personal.

Ensure shared ownership and accountability across the organization

Thank you!

Reminder:
Download the full report at
BlessingWhite.com/research



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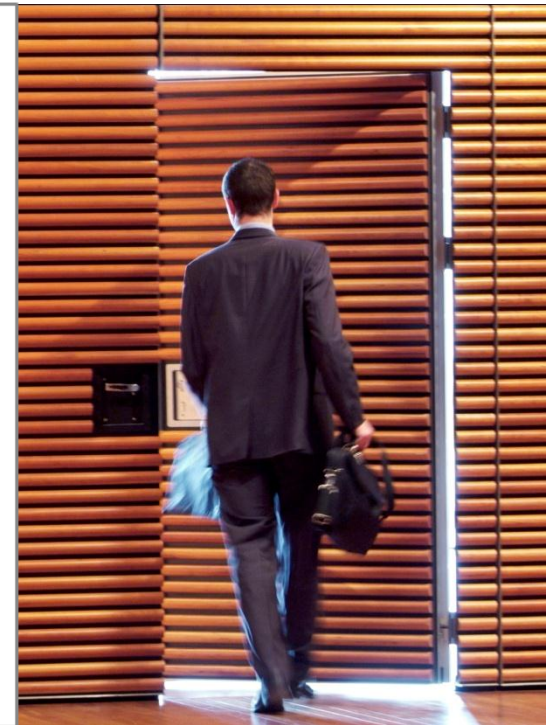
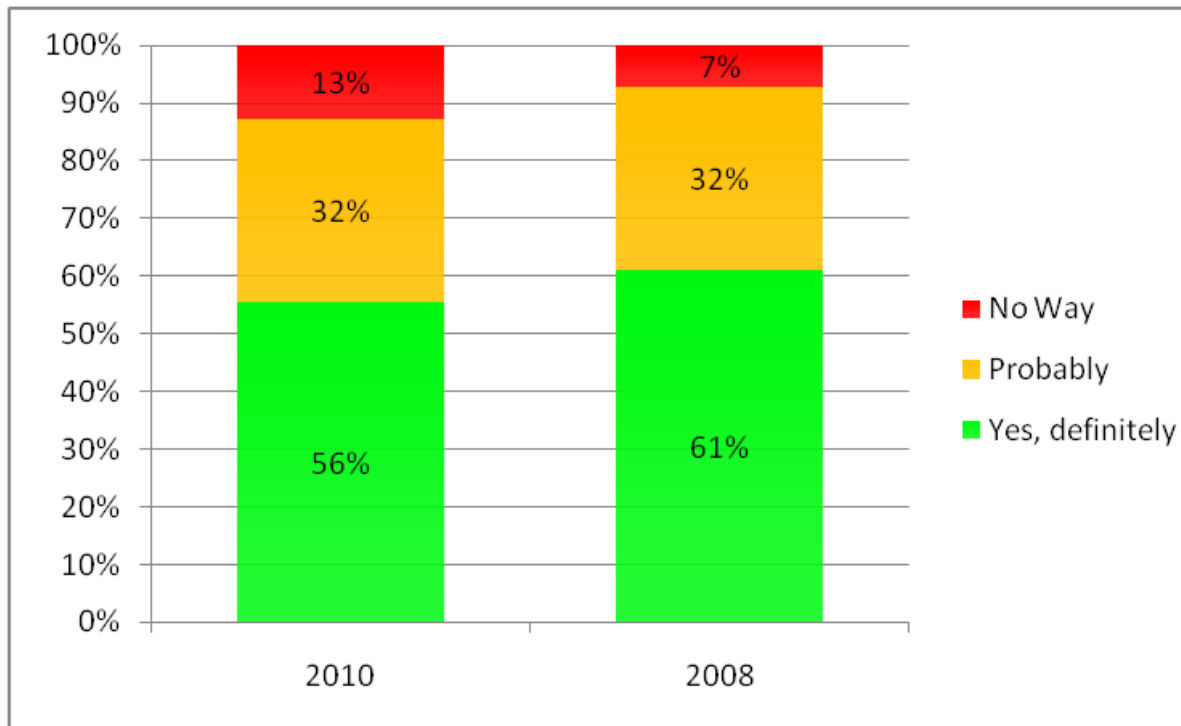
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**Weave
engagement
into daily
work.**



Retention

Assuming you have a choice, do you plan to remain with your organization for the next 12 months?



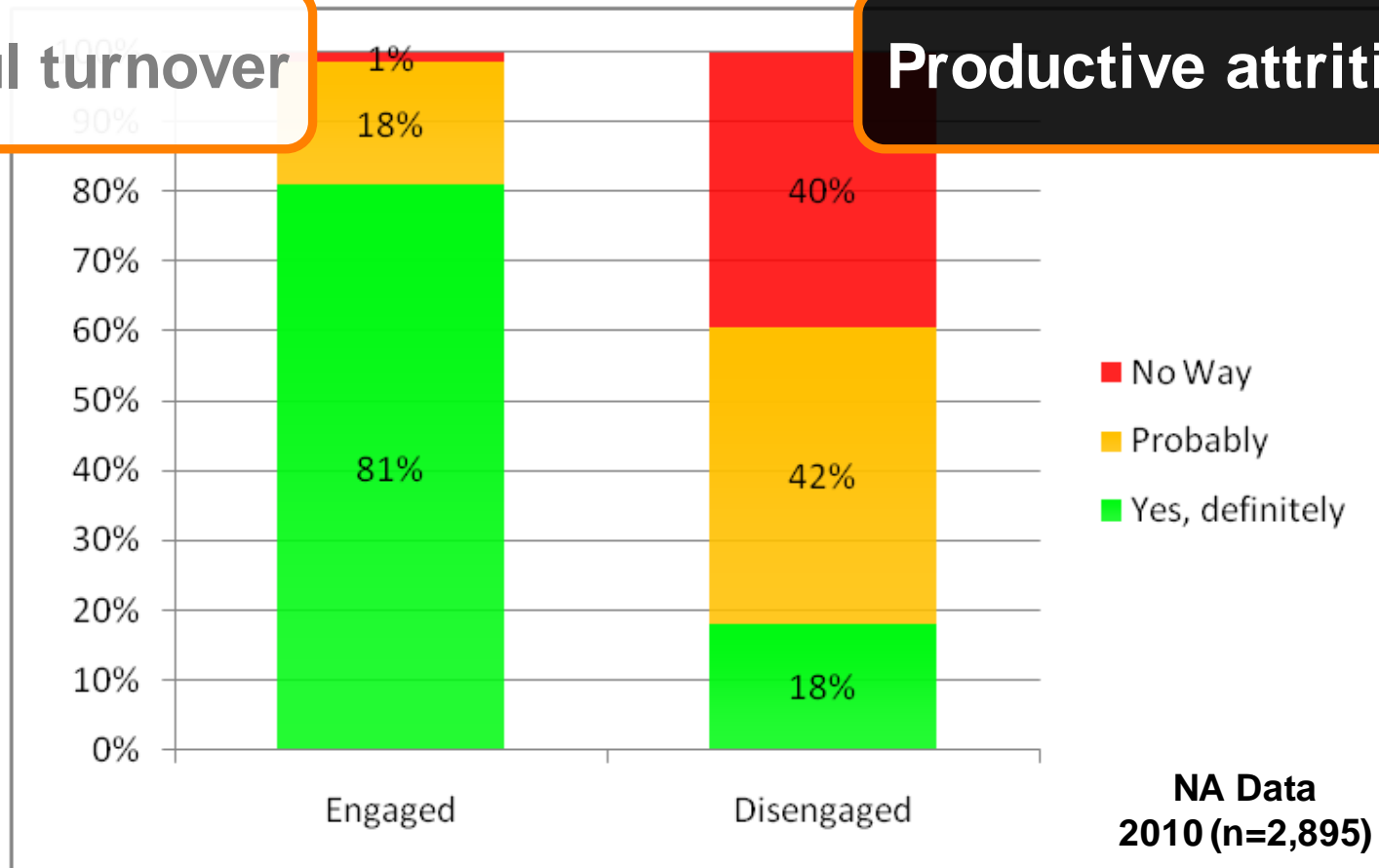
NA Data
2010 (n=2,895)

Retention

Assuming you have a choice, do you plan to remain with your organization for the next 12 months?

Regretful turnover

Productive attrition



Simply put:

**The engaged stay for what
they give...**

**...the disengaged stay for what
they get.**

Moving the Needle...

Challenges? Issues...



Creating and reinforcing a ‘Sustainable Organisation’ or 4th Quadrant Organisation

