You Can't Engage Your Employees

An Invitation

E Source

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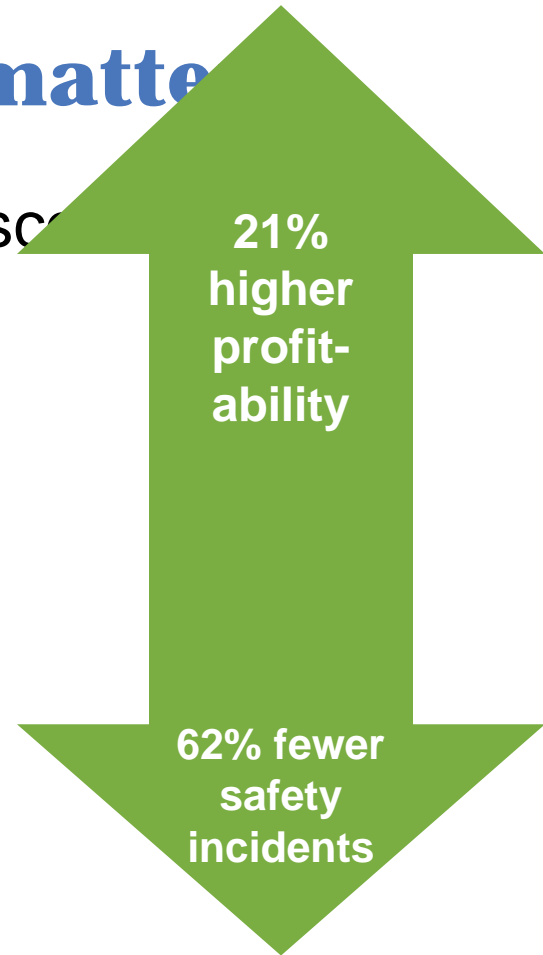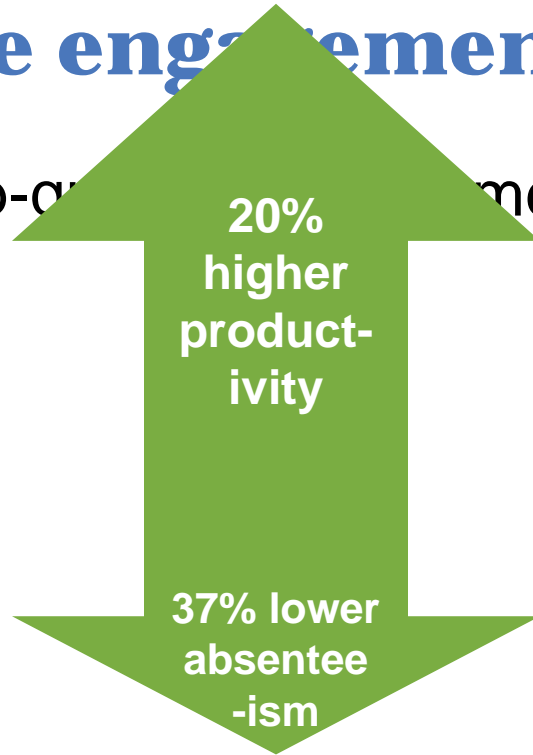
E Design 2020: Powering What's Next for the New Energy Consumer

Does employee engagement matter?

Organizations with top-quartile engagement scores have

20% higher product-ivity

37% lower absentee-ism

21% higher profit-ability

62% fewer safety incidents

10% higher customer loyalty/ engagement

Sources:
Gallup Q12 meta-analysis 2016
Gallup State of the American Workplace 2017

Prepare for polling

- Take out a device

- Open a web browser

- Navigate to **pollev.com/esource** or scan the QR code to the right

- Raise your hand when done

When were you born?
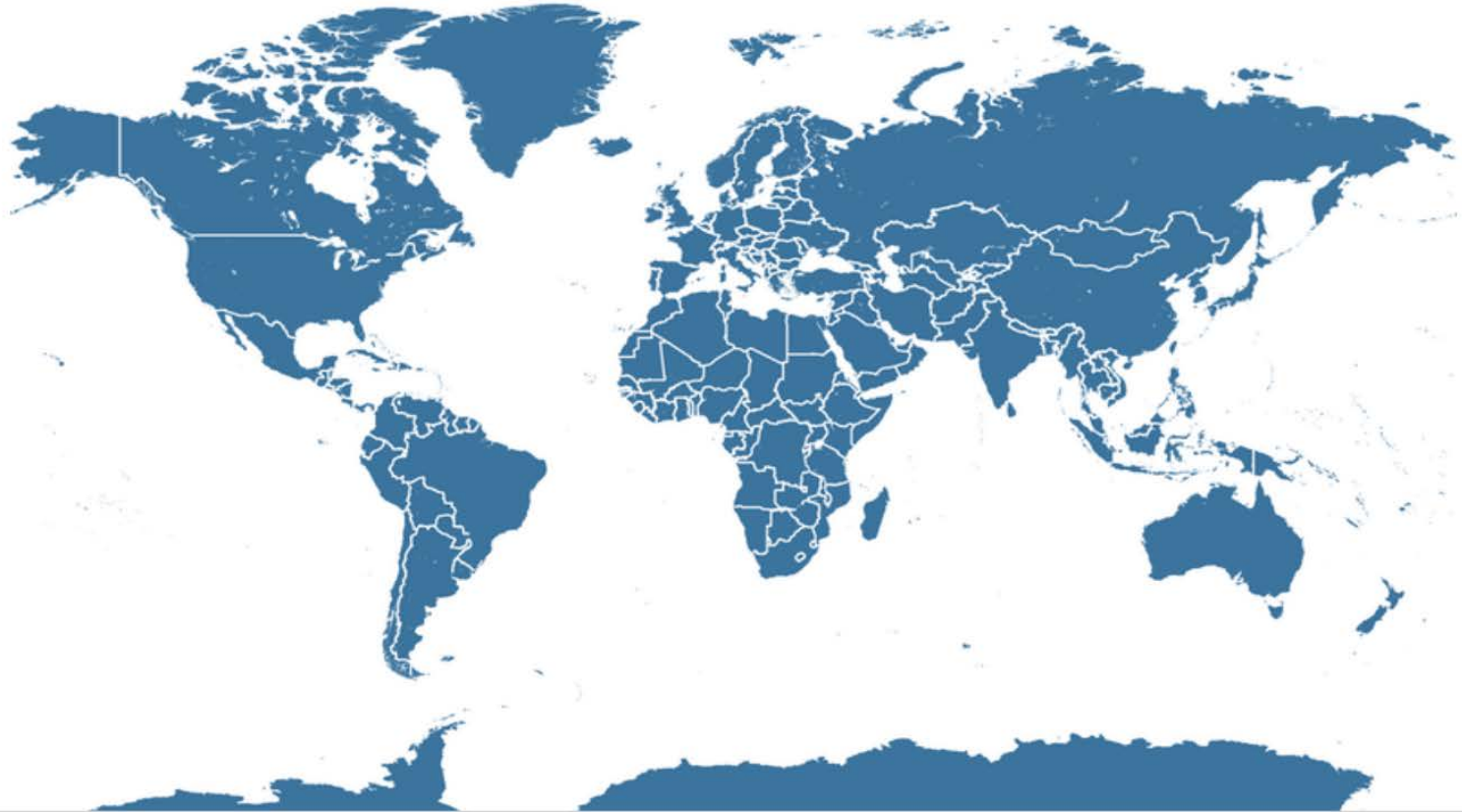
1901-1926

1927-1945

1946-1964

1965-1980

1981-2000

after 2000

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

Which statement best describes your relationship to your work?

I consciously do things at work that undermine my organization, its mission, its vision, or its goals.

I do as little as I can at work.

I show up and do what I'm told.

I try to do the best job I can.

I consciously do things at work that support my organization, its mission, its vision, or its goals -- even when those things aren't in my job description.

What MOST motivates you to go "above and beyond" at work?

The promise of bonuses or rewards (including my paycheck) **A**

The threat of punishment or negative consequences (including NOT getting my paycheck) **B**

Being given information **C**

Direct orders or requests **D**

Pleasing my boss **E**

Avoiding my boss's wrath **F**

Learning new things **G**

Helping people **H**

Changing the world **I**

Something else **J**

Have you ever NOT done something you were asked to do at work?

Yes

No

Have you ever attended a training session that DIDN'T change your mindset, attitude, or behavior?

Yes

No

Have you ever received a reward at work that DIDN'T change your mindset, attitude, or behavior?

Yes

No

What's an engaged employee?

Source: iStock

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The evolution of humans at work
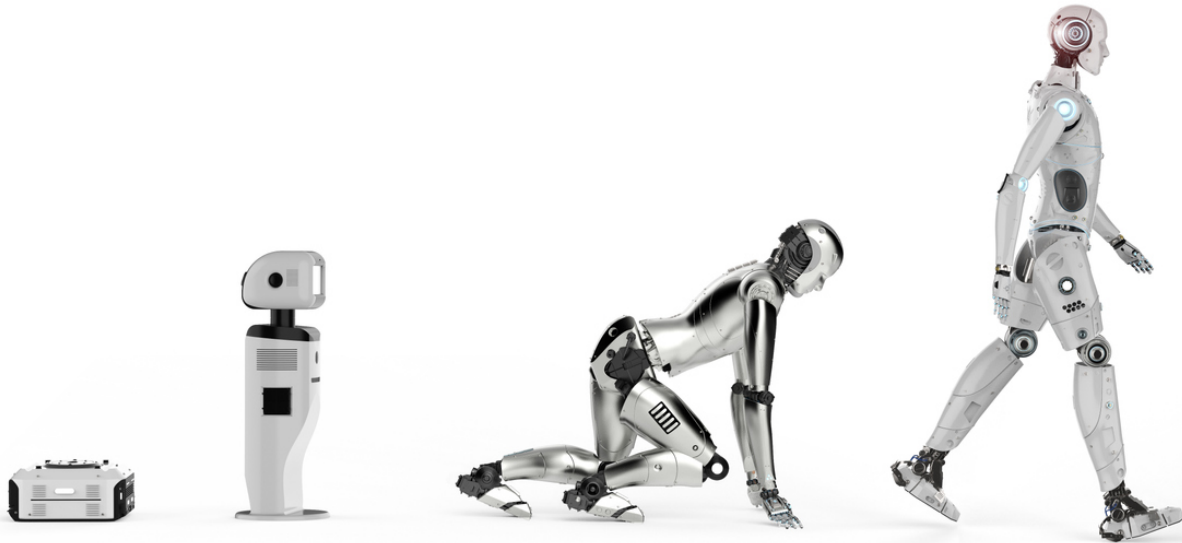
Source: iStock

Industrial economy
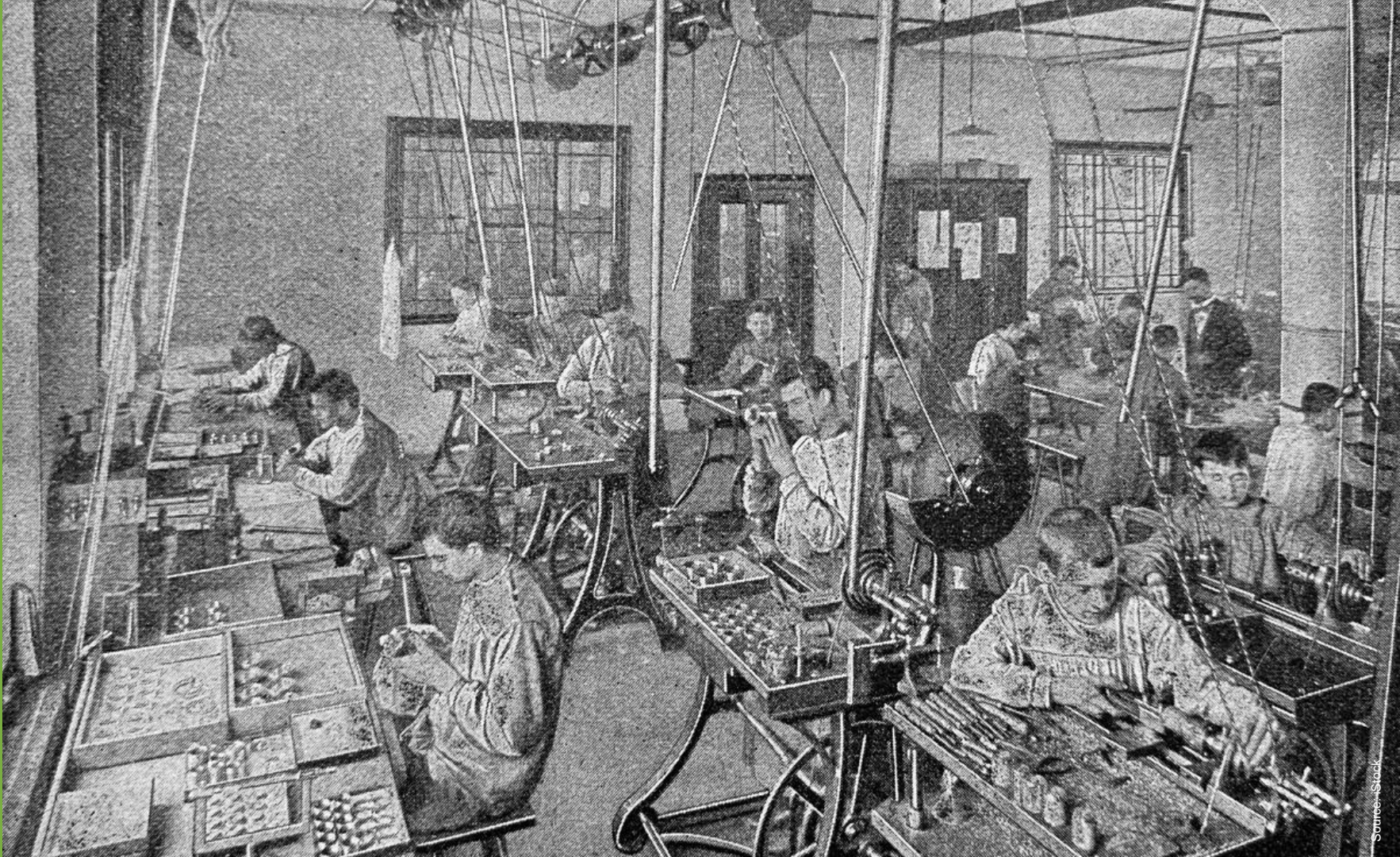
How today's employees spend their time

Percentage of average interaction in a worker's week

Communicating and collaborating internally
14%

Role-specific tasks
29%

Searching and gathering information
19%

Reading and answering email
28%
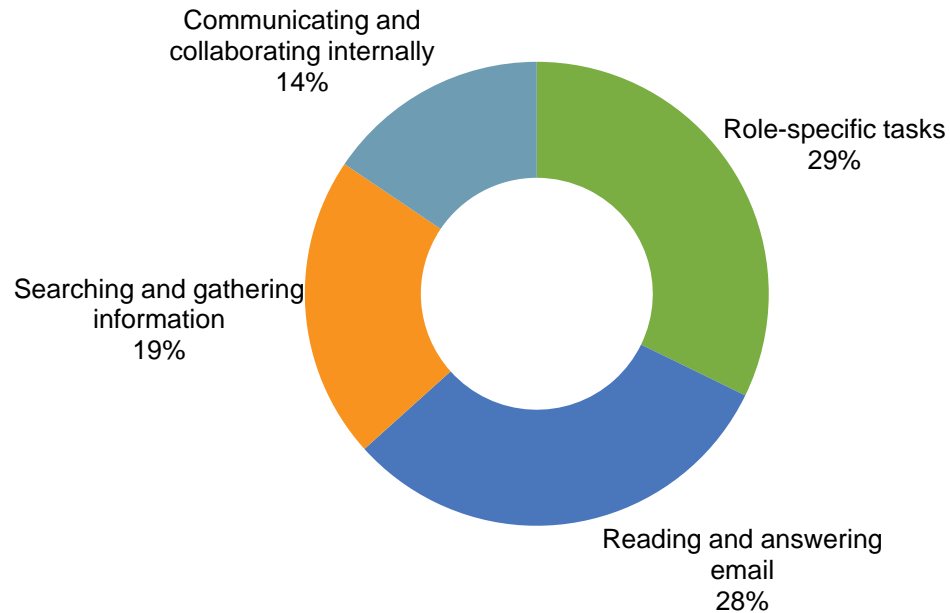
© E Source; data from "The Social Economy: Unlocking Value and Productivity Through Social Technologies," McKinsey Global Institute (2012)

Interactions create value

"Last year, each of our 10 million customers came in contact with approximately five SAS employees, and this contact lasted an average of 15 seconds each time. Thus SAS is 'created' 50 million times a year, 15 seconds at a time. These 50 million 'moments of truth' are the moments that ultimately determine whether SAS will succeed or fail as a company."

—Jan Carlzon

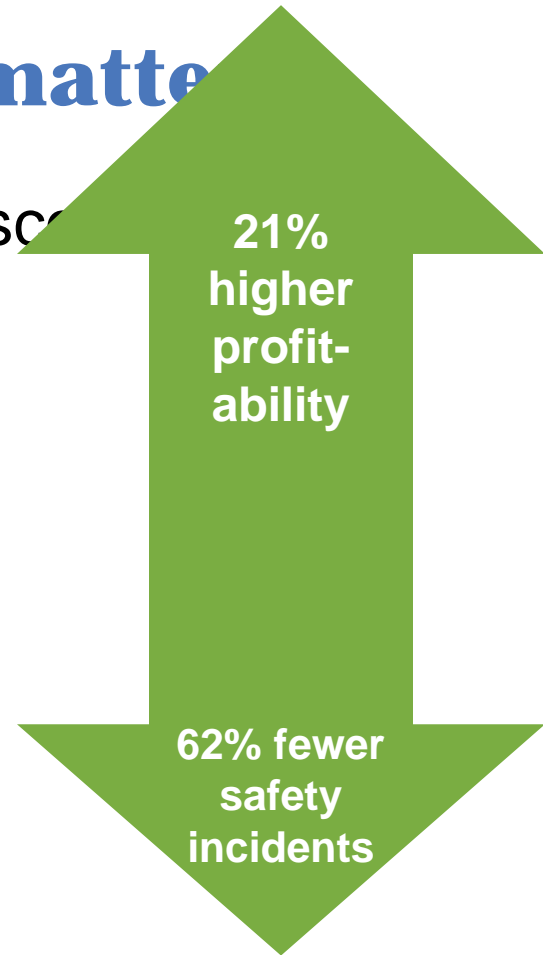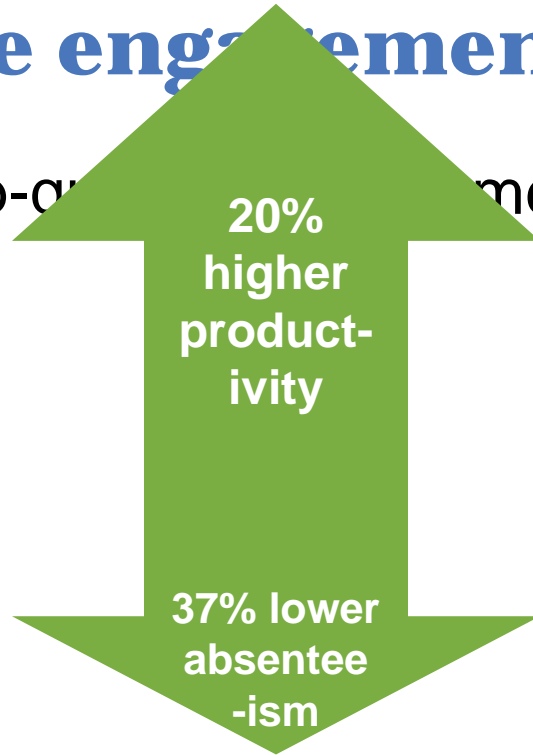# Quality interactions require empowerment and engagement

Source: Killian Munch for Olf Norge via Flickr

"If we are truly dedicated to orienting our company toward each customer's individual needs, then we cannot rely on rule books and instructions… We have to place responsibility for ideas, decisions, and actions with the people who are SAS during those 15 seconds… If they have to go up the organizational chain of command for a decision, then those 15 seconds will elapse without a response, and we will have lost an opportunity to earn a loyal customer." —Jan Carlzon

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Why you can't engage your employees

Engagement is individual

Engagement is transitive

Engagement is a choice
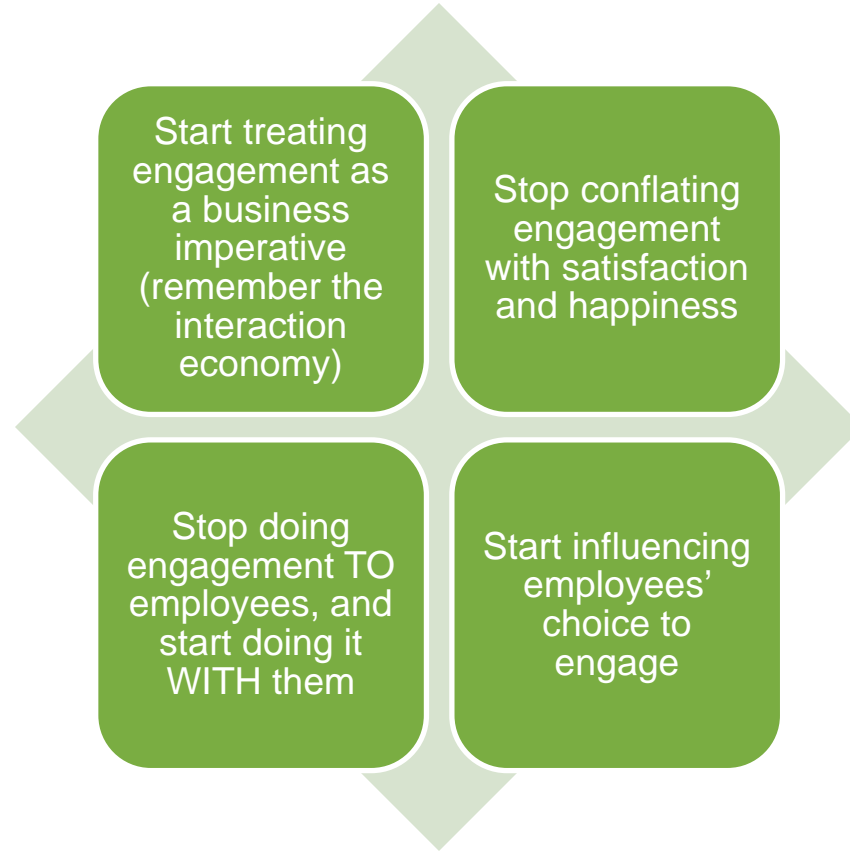
So what CAN you do?

Know your employees

Give them something to engage with

Let them make choices

Calls to action

Start treating engagement as a business imperative (remember the interaction economy)

Stop conflating engagement with satisfaction and happiness

Stop doing engagement TO employees, and start doing it WITH them

Start influencing employees' choice to engage

Source: iStock

For more information

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Prep for the next working session

- Write a 4–5 sentence description of your favorite innovative customer-facing project (currently happening or one you're planning). Include:
  - Project attributes, what it is, how it works
  - Value proposition to customers
  - Why you like it
  - Why you think customers like it (or will like it)
  - Why you think it's innovative
  - How it's being presented to customers (messaging, framing, etc.)
- Write legibly and clearly articulate the above. Others will read it!