Energize

Engage

2014 ND SHRM State Conference

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Field Services Director, SHRM

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Today's Agenda

1. What are inclusion and engagement?

2. Business Case for Engagement

3. What motivates employees?

4. Leadership and an inclusive, engaged workforce

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WHAT ARE INCLUSION AND ENGAGEMENT?

Bruce Elliot
Manager, Compensation & Benefits
SHRM member since 2011

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Inclusion is …

Diversity is the mix.
Inclusion is getting the mix to work well together.

Source: Andres Tapia,
"The Inclusion Paradox"

Inclusion is the ability to leverage difference.

Source: Joe Gerstandt, joegerstandt.com

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Engagement is…

- Employee Engagement
  - Satisfaction
  - Contribution

- When these two forces align, *both the individual and the organization* benefit

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Source: *Employee Engagement Report 2011*, BlessingWhite

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Five Pillars of a Psychologically Healthy Workplace

1. Employee Involvement
2. Health & Safety
3. Employee Growth & Development
4. Work-Life Balance
5. Employee Recognition

Inclusion impacts all five pillars in a positive way to foster an engaged workforce

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Source: Peterson, *Invisibility & the Toxic Work Environment*, Psychologically Healthy Workplace Program, 2010

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INCLUSION & ENGAGEMENT BUSINESS CASE

Devon Conley
Human Resources Manager
SHRM member since 2005

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Demographic Shifts

Many New Entrants to the Workforce

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Demographic Shifts Challenges

Potential for Conflict

Accommodations

Communication & Language Issues

Generational Differences

More Training

Expectations (salaries, benefits)

Increased Turnover

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Demographic Shift Opportunities

Greater capacity for Risk

Cultural Competence

Technological Competence

Increased Language Skills

Fresh, new ideas

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Gallup 2013
State of the American Workplace

"TO WIN CUSTOMERS — and a bigger share of the marketplace — companies must first win the hearts and minds of their employees."

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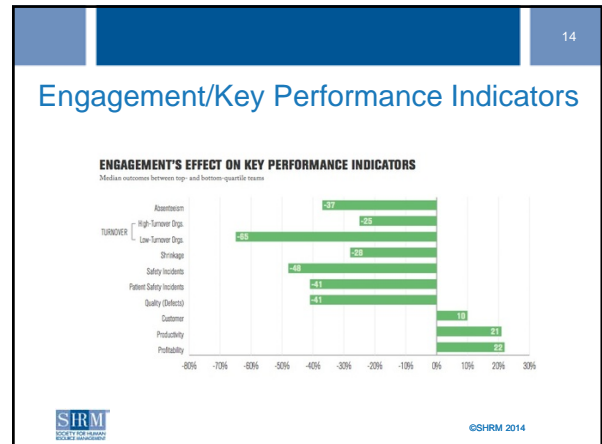## Engagement vs. Disengagement

Engaged: Employees work with passion

Not Engaged: Employees are essentially checked out

Actively Disengaged: Employees are acting out their unhappiness

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Employee Engagement in the US Workforce

ACTIVELY DISENGAGED · NOT ENGAGED · ENGAGED

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Engagement/Key Performance Indicators

ENGAGEMENT'S EFFECT ON KEY PERFORMANCE INDICATORS
Median outcomes between top- and bottom-quartile teams

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Engagement and Earnings per Share

Company vs competition

9.3 engaged employees for every actively disengaged employee
=147% higher EPS

2.6 engaged employees for every actively disengaged employee
= 2% lower EPS

Source: Gallup 2013 EPS Survey

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THE COST OF DISENGAGEMENT

$450 BILLION ANNUALLY

More than the GDP of
Israel, Portugal, or Singapore

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"Always treat your employees exactly as you want them to treat your best customers."

Stephen R. Covey

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HOW DO WE DEVELOP ENGAGED WORKERS AND AN INCLUSIVE CULTURE?

Kathryn Medina, SPHR
Executive Director
SHRM member since 2005

What really motivates workers?

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What are the top drivers for job satisfaction?
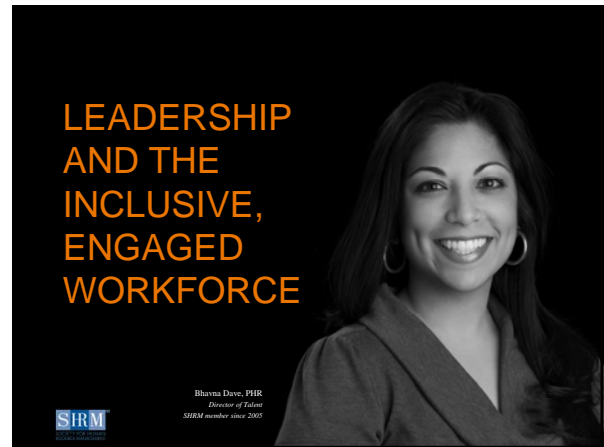
- Opportunities to **apply one's talents**
- Opportunities to **succeed**
- Opportunities to **learn**

Source: *Employee Engagement Report 2011*, BlessingWhite

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How do we engage all employees?

- Engaged employees stay for what they *give*; disengaged employees stay for what they *get*
- Employees who know their manager "as a person" are more likely Engaged
- Trust in *executives* has stronger correlation with high engagement than trust in *immediate managers*

Source: *Employee Engagement Report 2011*, BlessingWhite

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LEADERSHIP AND THE INCLUSIVE, ENGAGED WORKFORCE

Bhavna Dave, PHR
Director of Talent
SHRM member since 2005

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Leadership

Question 1-- What is the biggest mistake leaders make when working with others?

Question 2 – What is the most critical skill a leader can possess when working with others?

Question 3 -- What are the top five things leaders often fail to do when working with others**.**

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Leadership

Question 1

What is the biggest mistake leaders make when working with others?

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What is the biggest mistake leaders make when working with others?

1. Inappropriate use of communication or listening   41%
2. Under-or over supervising, direction, or delegation   27%
3. Lack of management skills   14%
4. Lack of support/inappropriate support   12%
5. Lack of accountability   5%

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Leadership

QUESTION 2:

What is the most critical skill a leader can possess when working with others?

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What is the most critical skill a leader can possess when working with others?

1. Communication/listening   43%
2. Effective management skills   17%
3. Emotional intelligence and empathy   15%
4. Values and integrity   8%
5. Vision   6%
6. Empowerment   6%

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Leadership

QUESTION 3:

What are the top five things that leaders most often fail to do when working with others?

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What are the top five things that leaders most often fail to do when working with others?

1. Failing to provide appropriate feedback (praise, redirection)   82%
2. Failing to listen to or involve others in the process   81%
3. Failing to use a leadership style that is appropriate to the person, task, and situation   76%
4. Failing to set clear goals and objectives   76%
5. Failing to train and develop their people   59%

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Best Practices for Building Inclusive, Engaged Organizations

1. Provide a sense of vision and meaning
2. Align and support strategic goals
3. Understand what motivates your people
4. Don't just talk the talk, but walk the talk

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Best Practices for Building Inclusive, Engaged Organizations

5. Make a deliberate effort to learn about different cultures that you have not been exposed to.

6. Treat people the way *they* want to be treated, not the way *you* want to be treated.

7. Integrate a mindset of inclusion into all of our business practices.

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Who's Sinking Your Boat?

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Look to SHRM for Support

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"Treat employees like they make a difference and they will."

Jim Goodnight

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