

HARRISON ENGAGEMENT REPORT TOOL

Harrison Assessments recognizes that employee engagement is an important factor in any company's success. Harrison can measure an employee's motivators and attitudes and present them in its Engagement and Retention Report. The unique technology the Harrison offers helps assess a company's employee expectations on several dimensions. This allows for predicting performance, engagement and retention by matching proven job success factors to individual employee engagement needs. Managers will be able to understand an individual's motivations, increase performance, and ultimately improve business outcomes.

WELCOME TO OUR NEW PARTNER

O. E. Strategies is pleased to announce its partnership with executive recruiting firm **Phillips, DiPisa and Associates**. We have worked with Phillips DiPisa over the years assessing candidates on behalf of our mutual healthcare clients. Phillips DiPisa assists its clients in identifying exceptional leaders for their health care clients; O.E. Strategies will provide executive assessments for fit and on-boarding. Like O.E. Strategies, Phillips DiPisa is a boutique firm that offers tailored services to help healthcare clients strategically build their leadership teams.

BOOK REVIEW

The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate
Author: Jacob Morgan, Marshall Goldsmith (Foreword by)



For years researchers and HR practitioners have focused on understanding what it means for employees to be engaged and how this translates into business outcomes. The next challenge is understanding how to engage an increasingly diverse workforce across the employment lifecycle. Jacob Morgan is a thought leader and author who integrates information from research, business executives, and organizational case studies to distill some of the most cutting edge practices in cultivating engaging workplaces today.

Readers of *The Employee Experience Advantage (2017)* will learn:

- Trends shaping employee experience
- How to evaluate their organization's employee experience using the Employee Experience Score
- What leading organizations are doing around employee experience
- How to design for technology, culture, and physical spaces
- The role people analytics place in employee experience
- Frameworks for creating employee experiences
- The role of the "gig" economy
- The future of employee experience
- Nine types of organizations that focus on employee experience

There is no "right way" to engage employees but by being intentional about crafting a unique and coherent employee experience, organizations can support their strategic goals.

Strategies:SHOP TALK

Newsletter of Organizational Effectiveness Strategies

June 2017



Organizational Effectiveness
STRATEGIES
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RE-ENERGIZED ENGAGEMENT

FROM THE PRESIDENT'S DESK

THE MISSING PIECE

Suzanne M. Miklos, Ph.D.

Most organizations we are working with, do employee engagement surveys periodically. Protecting and building the employment brand and the employee experience require data. There are best practices and methodologies to collect data that is valid, predictive of employee behavior and culturally defining. In our experience the follow-up is the weakest part of most survey programs.

One reason is that while parts of the survey process have some art, the development and administration process is well defined. Ensuring that the survey is valid and dimensions are measured reliability are important steps. Making certain that items are high quality and can be accurately interpreted by respondents is a simple matter of using item banks and pilot testing items in your environments. Once a survey is constructed, there is great attention given to survey administration. This is valuable because the usefulness of the data is greatly diminished when response rates drop too low. Taking these broad steps ensures sound data that can be used for management, engagement, organizational health, culture and brand.

Follow-up requires many more partners and skill sets and should be treated as a change process. The most effective follow-up is not an event but an ongoing process lasting 12-18 months. Survey based processes can become diluted at the point of action planning. There are several principles that can be leveraged to heighten the value of post survey actions.

The first is to create accountability through transparency of communication. After results have been presented to the executive team, provide communication tool kits that allow for two way dialogue throughout the organization. While facilitators or training can be a helpful

support mechanism, it becomes a management responsibility to use the data specific to the team or department to create an open dialogue. We have also found it helpful to give teams separate longitudinal reporting. In one instance, the team responsible for building a continuous improvement culture used index reports on the change progress to support their change management program. These multi-pronged uses of the data increase the impact and credibility.



The second is to streamline and simplify action planning. At an organizational level, identifying one or two priorities and reporting on them quarterly is powerful. At department levels, one strength to celebrate and further leverage and one action for improvement create value. Providing specific

training, easy action planning tools and on-line resource guides can make it easy to do simple but impactful action plans. Avoid overwhelm to increase impact.

Finally, the survey team should mine the data for a quick win. This can be tactical such as a misunderstanding about a policy or an inconvenience that can be resolved fairly quickly. Having a visible, tangible win reinforces the importance of participating.

We recommend analyzing and improving the survey process to keep it fresh, aligned to the corporate brand and responsive to the organization's needs. The most common weakness that we see in our client organizations is not avoiding action but rather taking too many actions. These organizations do not successfully communicate progress sufficiently and at regular intervals. Done well, the post survey actions can build energy for data driven culture management.

SAVE THE DATE: AUGUST 25, 2017

THE SENIOR HR LEADER DEVELOPMENT WORKSHOP

On August 25, O.E. Strategies will conduct its Senior HR Leader Development Workshop. Our April workshop was attended by NEO HR leaders who deepened their understanding of the behavioral traits that contribute to their success. While engaging with colleagues across a range of industries, participants worked to build a custom development plan to help them manage HR challenges driven by mega trends in our field.

To register call our office at 440-546-0008

SUPERVISOR'S CORNER

PUT YOUR OWN OXYGEN MASK ON FIRST FOR ENGAGEMENT

Diane Govern, Ph.D.

Contemporary views of engagement emphasize that employees take on some of the responsibility for their engagement by choosing to join organizations that are a fit with what they find personally valuable. There is also a personal view of engagement emerging that in order to be fully energized at work, workers must take care of themselves. A researcher suggests that “health creates wealth” and that by slowing down, disconnecting, getting more sleep and becoming more mindful, workers are laying the foundation for being their best at work (Huffington, 2014). There is a win-win in the idea that organizations and employees have mutual ownership when it comes to “engaging people well” (Bersin, 2014). If people love their work and their work environment, they likely will treat customers better, think creatively and work to continuously improve the business.

The notion of creating The Simply Irresistible Organization (Bersin, 2014) provides a new slant on the topic. Below is a model built on best practices from the most popular organizations to work for that includes five factors for driving engagement:

The Simply Irresistible Organization®

What we have learned: Five Elements Drive Engagement



Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear, Transparent Goals	Flexible Work Environment	Training and support on the job	Mission and Purpose
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed, Dynamic Learning	Transparency and Honesty
Time for Slack	Modern Performance Management	Inclusive, Diverse Work Environment	High Impact Learning Culture	Inspiration
A Focus on Simplicity				

©Bersin by Deloitte

The notion of one size fits all engagement is unrealistic and most likely will be ineffective at maximizing engagement.

As a supervisor, where should you start to make sense of the dynamic and changing view of employee engagement? I suggest you put your own oxygen mask on first. Consider how well you are taking care of yourself physically and emotionally so that you can show up as a fully energized leader for your direct reports. In my coaching and assessment practice, it is not uncommon for leaders to struggle with disconnecting from electronics, both at work and at home, in order to be fully present to their people and loved ones. Our reliance on our devices can often cut into our sleep or recreation time. Even the habit of looking at phones or laptops during meetings can be a blind spot for a leader

and can have a big impact on how valued team members feel. Sometimes a leader is unaware of the negative perception that he or she seems distracted or disengaged in meetings, until he or she receives feedback in a 360 or performance review.

Next, look inward to reflect on how engaged you see yourself. Do you personally connect to the vision and mission of your organization? Do you feel like you are part of something bigger than yourself when you come to work? Finding that intersection between your value as a leader and how your company adds value to society requires soul searching, discussions with other leaders and asking a lot of questions of your team about how they view the organization. Create a clear connection between every day team member behaviors and a common vision for your group or organization.

Finally, to find out how engaged your employees are, don't wait for a survey. Effective one-on-one meetings can create the dialogue needed for you to tailor your engagement practices. Ask your employees what types of projects get them “firing on all cylinders.” Ask them what gets them out of bed every day, eager to work. Ask them what gets in their way of leveraging their talents fully to reach their goals. The very act of shifting a meeting dynamic from a series of status updates to a dynamic conversation around their desires for meaningful work will send a message that you take their engagement seriously.

References

- Bersin, J. (2014). *It's Time to Rethink the 'Employee Engagement' Issue*. *Forbes*.
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RESEARCH ARTICLE

WHAT DOES IT TAKE TO ENGAGE TODAY'S EMPLOYEES?

Casey Onder, Ph.D.

For most mid- to large-size organizations a diverse workforce is the new norm. Mature and millennial workers, women in leadership roles, a globalized and increasingly remote workforce – the trend towards diversity will only continue to grow. While many organizations have embraced diversity, how should employees with a wide range of life experiences, assumptions, values, and expectations of work be engaged? Traditional and one size fits all solutions are seen as obsolete (Schiemann & Ulrich, 2017).

To answer this question, O. E. Strategies collaborated with Harrison Assessments to explore drivers and outcomes of engagement at work. We adapted Harrison's Engagement and Retention analysis report to explore eight distinct areas of engagement and their relationship to critical organizational outcomes including employee's commitment to the organization. At a multinational security organization 170 employees participated in this study.

Employees See Most Engagement Factors as Important

The first key finding was that, although individual employees differentiated among the eight engagement factors, at a group level most engagement factors were seen as important. Specifically, on average employees rated each factor somewhere between 7.9 and 8.9 on a scale of 1 to 10, “Not At all” to “Extremely” important. A centralized approach to driving employee engagement may be appropriate in some cases. Investments in any one area of employee engagement shown below will positively impact a substantial proportion of employees.

Harrison Engagement Factor	Adapted Sample Item*	Average Importance Rating (0-10)
Development Expectations	Opportunities to learn new skills	8.9
Communication Expectations	Transparent communications from leaders	8.6
Personal Expectations	Support for personal challenges	8.5
Work-Life Balance Expectations	Comfortable pace of work	8.4
Appreciation Expectations	Positive feedback for my work	8.3
Remuneration Expectations	Opportunities for promotion	8.3
Authority Expectations	Opportunities to lead projects	8.2
Social Expectations	Coworkers I enjoy working with	7.9

*Sample items were adapted for the research study and are provided for illustrative purposes only. Actual items on Harrison's Engagement and Retention analysis differ.

Similarities Are Often More Striking Than Differences

In addition to employees seeing most engagement factors as important, age and organizational tenure did not differentiate these perceptions.¹ This finding corresponds with research suggesting that similarities among diverse groups are often more striking than differences (Costanza & Finkelstein, 2015; Eagly & Wood, 1999). For example, millennial workers often want similar things out of their work as their more seasoned counterparts (Costanza et al., 2012; Onder et al., 2017).

What Individuals Say Engages Them May Not Be What Actually Engages Them

In addition to limited demographic differences, individual ratings of importance did NOT alter results of satisfying different engagement factors in our study. In other words, employees who rated an engagement factor as less important responded similarly to low satisfaction of that factor as employees who saw the factor as more important in terms of their organizational commitment. In combination with high average ratings of importance across different engagement factors, this finding suggests that employees may not always be fully aware of what motivates them most.

Based on this finding, we recommend that organizations are both inclusive and analytically rigorous in identifying core themes in their engagement data. Organizations should focus on engagement factors that complement their culture, strategy, and key business outcomes with the flexibility for subgroups and individual employees to pursue what engages them most. While cultivating a positive employee experience is important, employees are not passive consumers. Organizational and talent leaders should balance listening with leading employees to engage themselves in the work.

¹ There was a small relationship for Development and Remuneration Expectations such that younger and less tenured employees saw these factors as more important.

References

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- Costanza, D. P., Fraser, R. L., Badger, J. M., Severt, J. B., & Gade, P. A. (2012). *Generational differences in work-related variables: A meta-analysis*. *Journal of Business Psychology*, 27, 375-394. doi:10.1007/s10869-012-9259-4
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