

Getting Employee Engagement Right



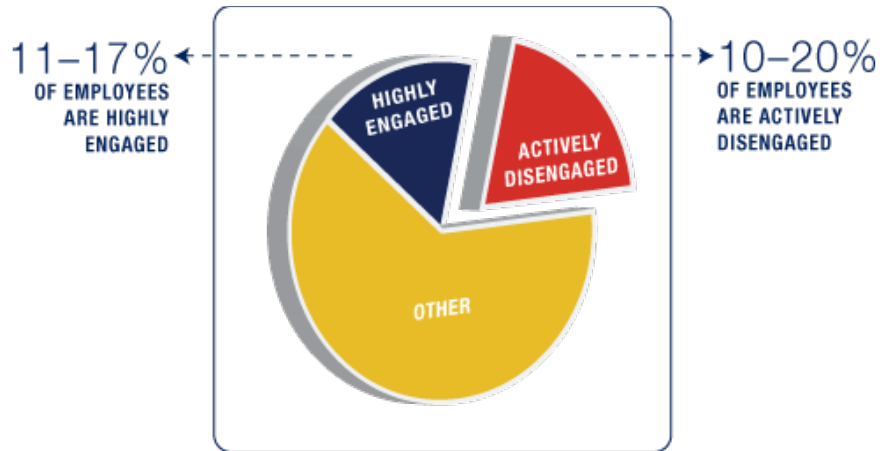
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The Engagement Journey

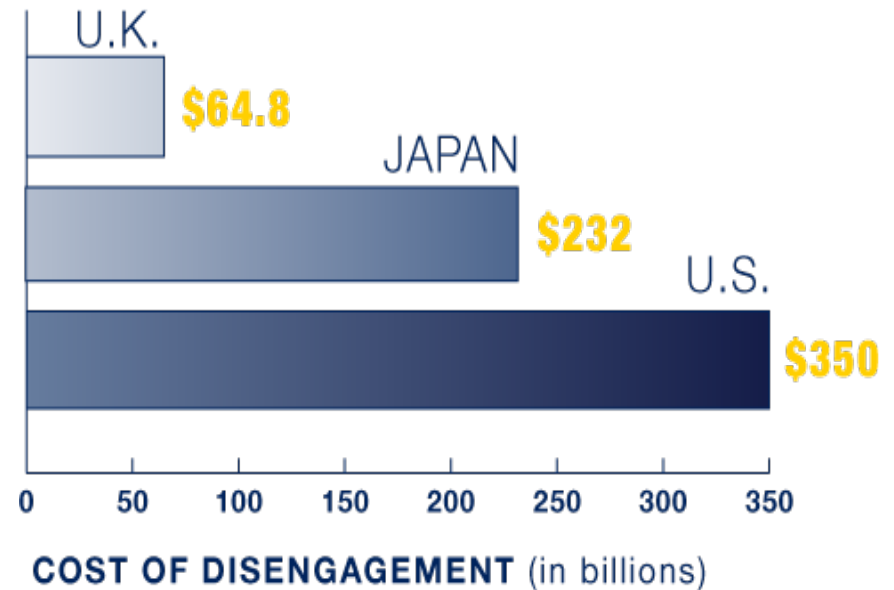
3 Stops and Stories Along the Road...

- Engagement – Why Is It So Difficult?
- Moving Beyond Platitudes and Averages
- Success Comes to Those with the Most Insight

The Challenge: Business Is Failing to Deliver



Costs of Disengagement are Staggering:





For the Disengaged, There is No Sense of Connection

My manager doesn't listen to me

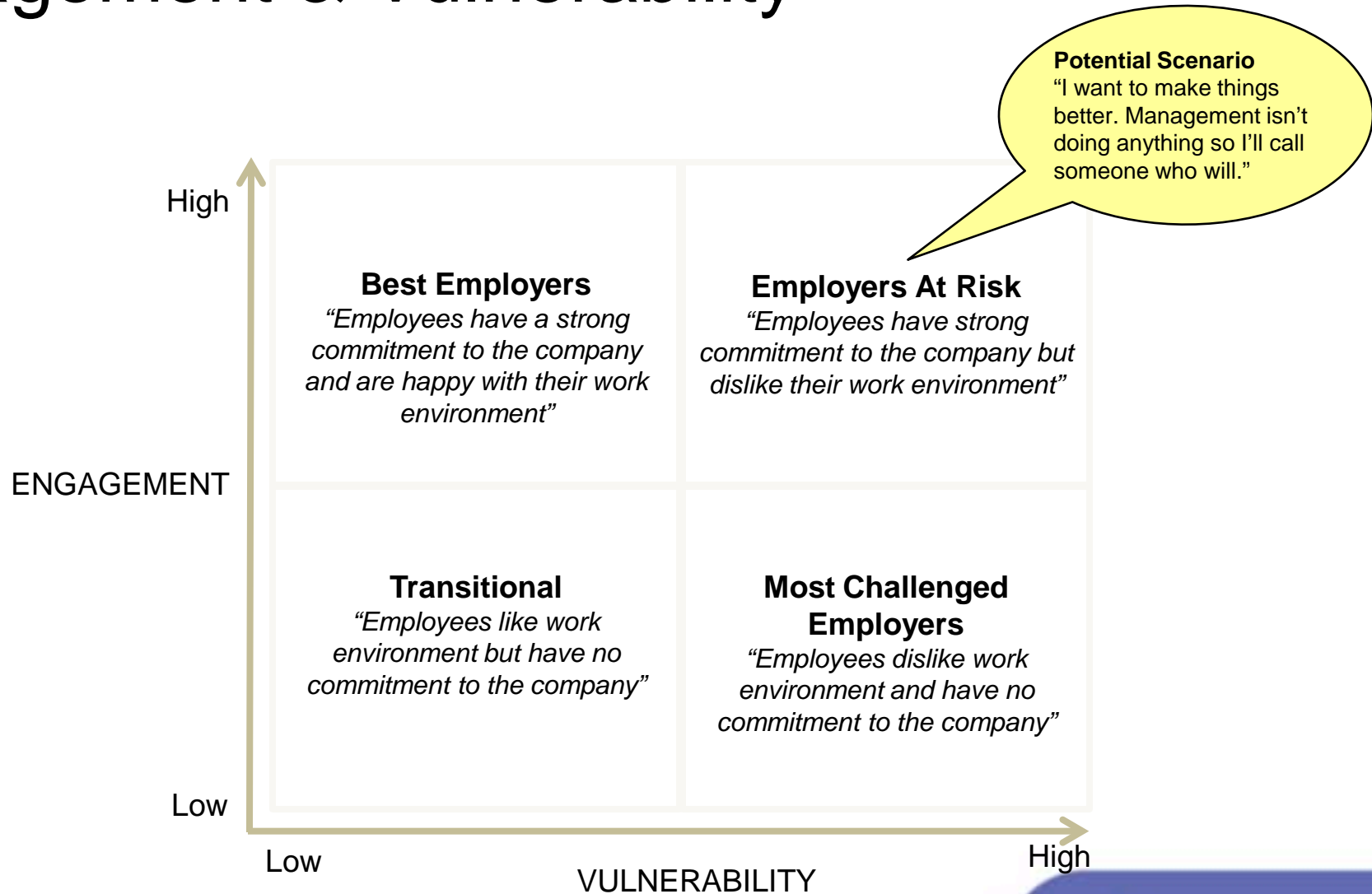
My manager doesn't really care about me

I don't feel valued or feel I have a future here

My ideas don't count

I don't trust my leaders to do the right thing.

Engagement & Vulnerability



The Answer: *Different Thinking and Focus*

- Treat employees like customers
- Apply rigorous analytics to understanding employee perspectives
- Elevate engagement to an enterprise-wide business strategy
- Use employees as activators:
 - Drive customer loyalty and brand
 - Deliver on business strategies and ROI



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Understanding Engagement Requires Perspective

Understanding different perspectives is key to understanding Engagement Drivers and your Workforce Profile



A New Way of Understanding People

Typical Segments



CHEERLEADERS



CASUAL FANS



FAIR WEATHER FANS



NAYSAYERS



TUNED OUT



Employee Segments : Positive



Cheerleaders

“I love working here. This place cares about me! They make it easy for me to do my best work and I can move up.”



Casual Fans

“The people who support me are really good, which makes my job easier. However, I wish they were better at scheduling, so I didn’t waste so much time.”

Employee Segment : Fence-Sitter



Fair Weather Fans

“I try to do a good job and mind my own business. My supervisor is okay, but he never really tells us anything. There are some nice people working here, but that’s about it.”

Employee Segments : Negative



Naysayers

“Whatever ... they never listen to our ideas. The company doesn't do anything for us. If it weren't for our supervisor, this place would be unbearable. She's the only one who speaks up for us.”



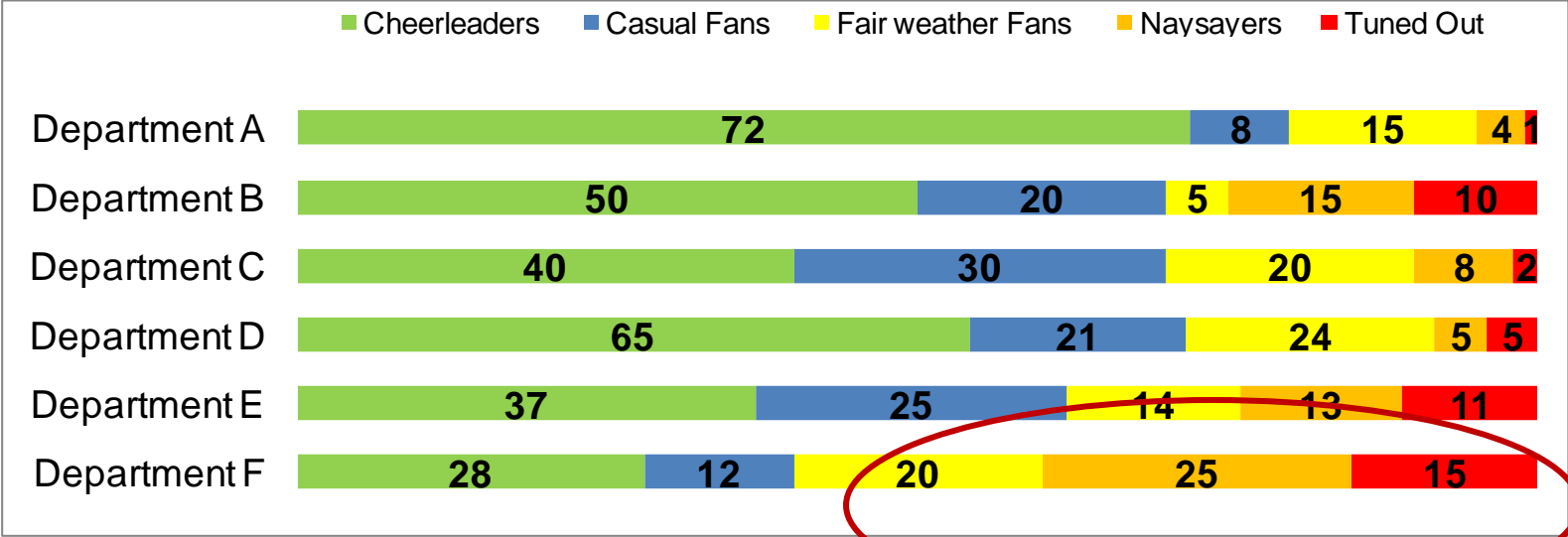
Tuned Out

“I have nothing to say. I do the minimum that I have to and that's it. They say that PEOPLE are important, but there are problems here and no one listens. I don't bother anymore. They don't care, so why should I?”

Why Attitude Segment Data is Important...

- **Positive segments** typically perform better on financial, customer and operational criteria
- **Negative segments** typically have costly behaviors, turnover, “abusive” sick days, absenteeism, low productivity, high shrinkage, low quality products, etc.

Segmentation Promotes Strategic Focus



Ability to identify vulnerable locations and prioritize interventions

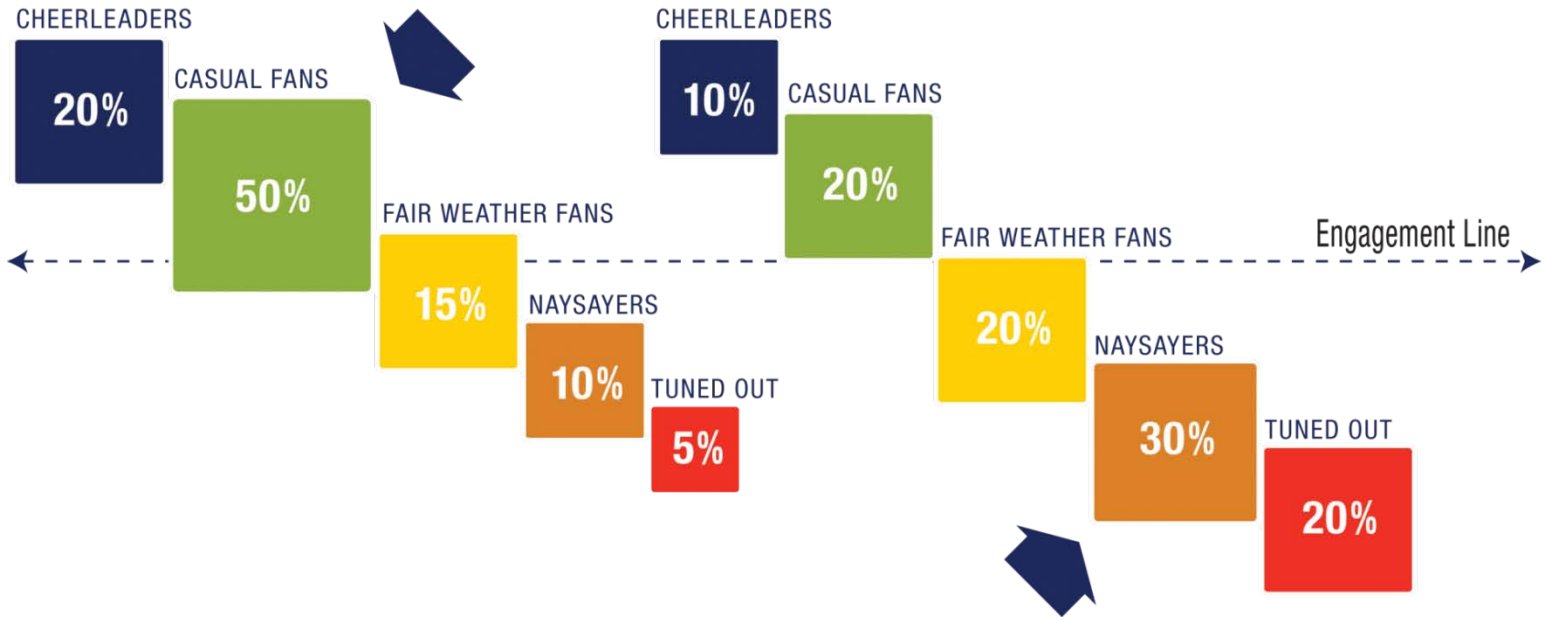
Moving From Black Box Insights to Action

- Identify attitude drivers
- Solve issues blocking engagement
- Strengthen leadership capability
- Prioritize interventions
- Create shared meaning and commitment about company direction
- Create an involvement culture

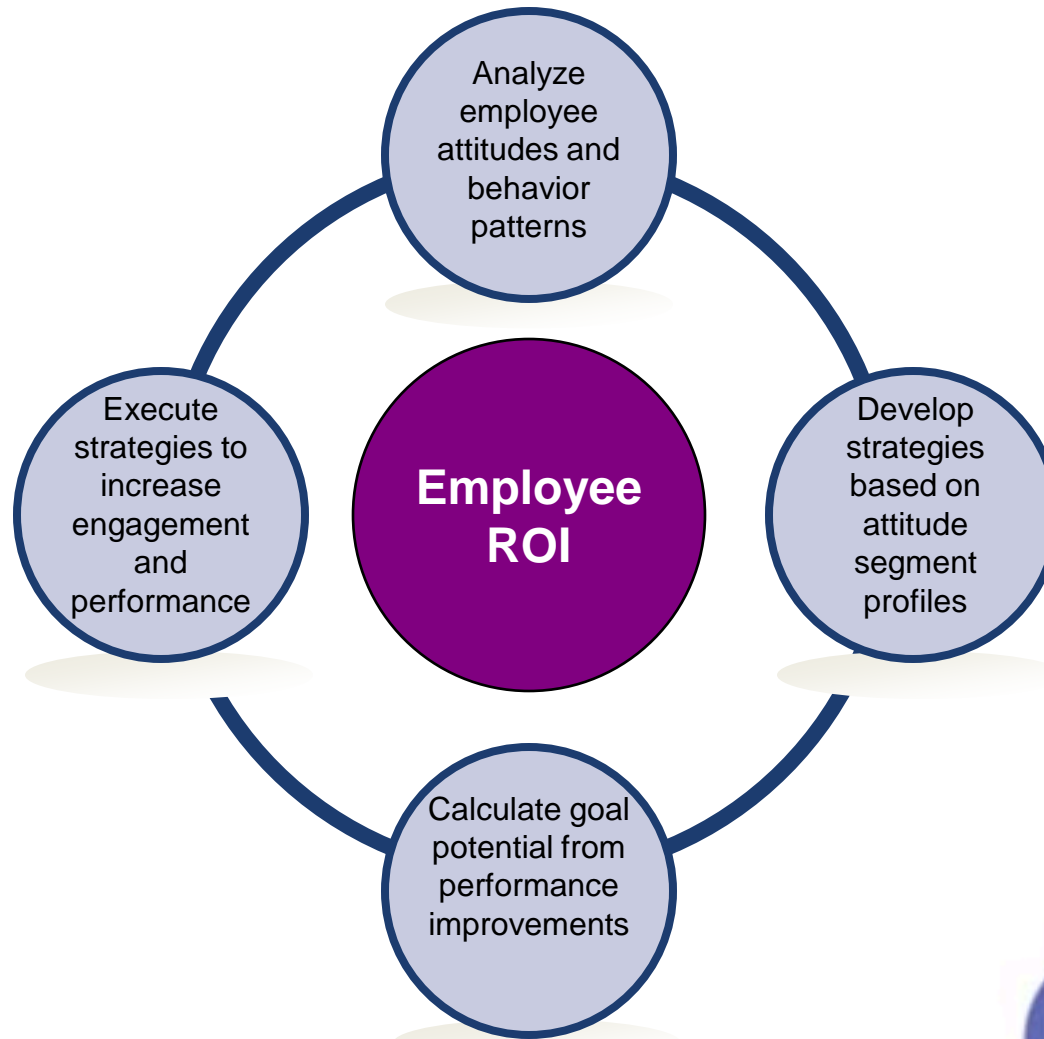
Different Profiles — Different Strategies

Company A

Company B



Delivering Employee Engagement and ROI: *A 4-Step Process*



Story Telling

Highly engaged stores have a greater average ticket and more sales per sq foot, generating about \$1.5mm incremental /yr.

We increased our engagement by 25% over 3 years and moved into high performing company rankings.

Increasing the number of Cheerleaders saved on turnover, training and hiring \$\$.

Avg yrly sick day usage for Tuned Out vs Cheerleaders was double.