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Energize and Engage: How Inclusion Supercharges Employee Satisfaction and Performance

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I love Alaska!



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"Thinking of you!" Jon Petz



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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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Perspective Videos

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WHAT ARE INCLUSION AND ENGAGEMENT?

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Inclusion is ...



the achievement of a work environment in which all individuals are treated fairly and respectfully; have equal access to opportunities and resources; and can contribute fully toward an organization's success



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



Diversity is...



If the entire world's population were reduced to just 100 people, it would look something like this:



50 men	33 would be Christian
50 women	22 would be Muslim
14 would live in the Americas	14 would be Hindu
11 would live in Europe	12 would be non-believers
15 in Africa	87 would have access to safe drinking water
60 in Asia	13 would not
5 would speak English	77 would have shelter for the night
5 would speak Spanish	23 would not
12 would speak Chinese	83 would be able to read and write
78 would speak something else	Only 22 would have access to a computer
8 would be over 65	Only 17 would have a college degree
26 would be under 18	
74 would fall in the middle	



Engagement is...

- **Employee Engagement** happens when two different, but connected things come together:
 - An employee's personal **satisfaction** in their role
 - His/her **contribution** to the organization's success
- When these two forces align, *both the individual and the organization* benefit in both the short and long term



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



"We must change the structure of our workplaces... they must be flexible enough to give workers the ability to be productive."

President Obama



Fortune Magazine's 2010 Most Powerful Women Summit



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The Top Five Positive Effects of Formal Flexible Work Arrangements



SHRM Workplace Flexibility in the 21st Century Survey



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The Business Case for Engagement



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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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30%



18%



Gallup 2013, US Workforce Study

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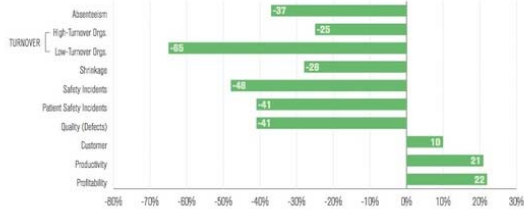
Employee Engagement in the US Workforce



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Engagement/Key Performance Indicators

Median outcomes between top- and bottom-quartile teams



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Engagement and Earnings per Share



Companies with an average of 9.3 engaged employees for every actively disengaged employee in 2010-2011 experienced 147% higher EPS compared with their competition in 2011-2012

Companies with an average of 2.6 engaged employees for every actively disengaged employee experienced 2% lower EPS compared with their competition during that same time period



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



HOW DO WE DEVELOP ENGAGED WORKERS AND AN INCLUSIVE CULTURE?



What really motivates workers?



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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The top drivers for job satisfaction



Career and leadership development programs can provide enriching opportunities to improve skills and knowledge



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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 worldwide who know their manager well "as a person" are more likely to be Engaged
- However, trust in *executives* has a stronger correlation with high engagement than trust in *immediate managers* does



Source: Employee Engagement Report 2011, BlessingWhite

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LEADERSHIP AND THE INCLUSIVE, ENGAGED WORKFORCE

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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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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%



QUESTION 2:

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



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%



QUESTION 3:

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



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%



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**



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.



Look to SHRM for Support

SHRM » HR Topics & Strategy » Diversity

DIVERSITY

- Age
- Business Case
- Color
- Cultural Competence
- Diversity
- Diversity Careers
- Diversity Communication
- Diversity Indicators
- Diversity Metrics
- Diversity Outsourcing
- Diversity Technology
- Diversity Training
- Ethnic/Racial Origin
- Family Status
- Gender
- Gender Identity
- Generations
- Global - Diversity
- Inclusion
- Language
- Legal & Regulatory Issues - Diversity
- Multi-cultural Marketing
- Networking Groups

Diversity

LATEST NEWS

Study: Millennials Suffer Ethical Lapses at Work
 America's youngest workers are almost twice as likely as Baby Boomers to buy personal items with a company credit card.
 almost three times as likely to skip or cheat something require about their company, and about two and a half times as likely to take company software home for their own use, according to a new study.

Accommodating Muslim Employees During Ramadan
 Flexible hours, prayer breaks and a quiet room are helpful for those fasting and praying during the month when the Muslim holiday of Ramadan, which starts July 8, is observed.

Potential Conflicts: High Exec. Salaries Among Problems with Work Program for Blind
 Potential conflicts of interest, higher-than-normal executive salaries and a lack of accountability are among the concerns that the U.S. Congress' investigations are based on a new report about a federal program that is the single largest source of work for people who are blind or severely disabled.

Working Women: Factors as Likely as Men to Feel "Stalled" Financially

DISCIPLINE OVERVIEW
 Get an overview of terminology and issues associated with diversity and inclusion.

DETAILED COUNTRY GUIDES

Gain in-depth, country-specific information and advice on how to conduct business and manage effectively in more than 60 countries.

Take an online self-assessment covering five major cultural dimensions. Compare your profile to typical profiles in other countries to identify and bridge gaps.

Select a country to get started:
 [Dropdown menu]
 [Change Location]

SHRM RESOURCES

Disability Employment Resource Page







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