



TALENT CURRICULUM

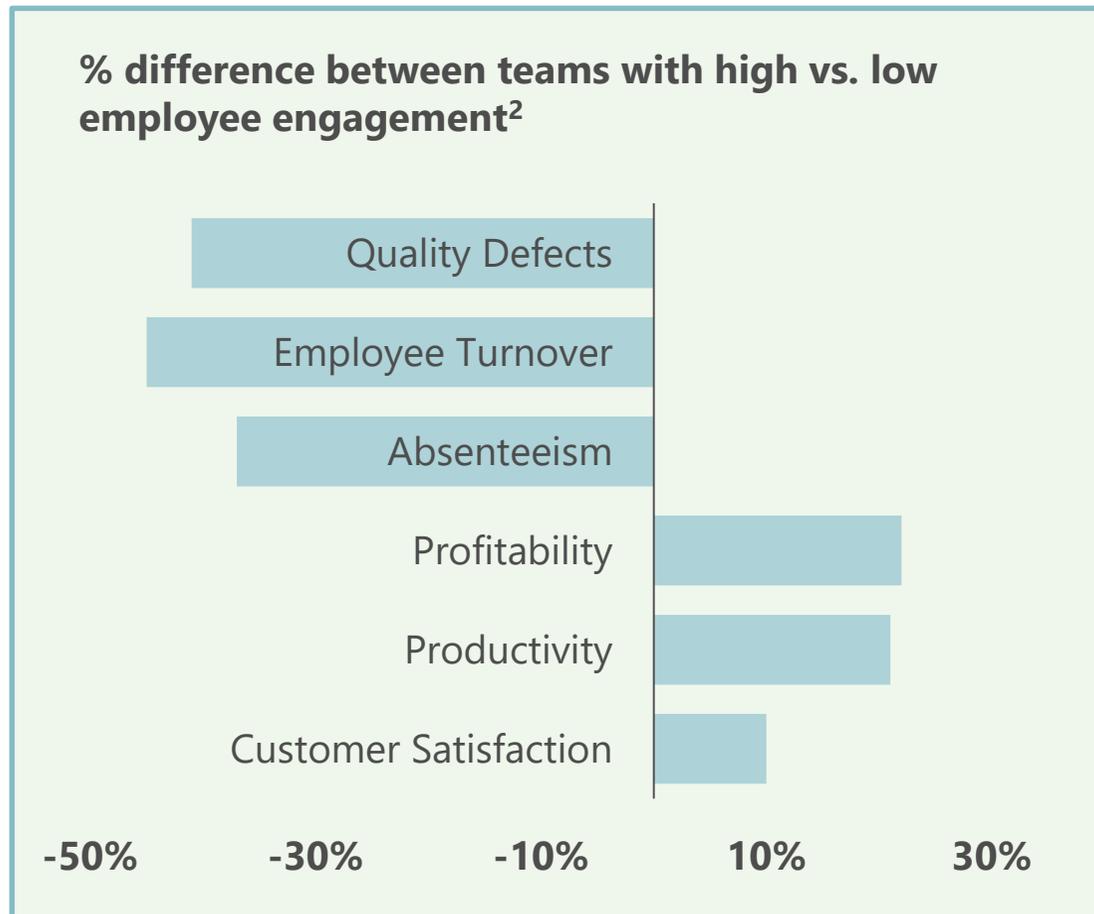


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Each module in the series contains an explanation of the topic, case studies, considerations and activities to reflect on for your organization

Employee engagement drives business performance through discretionary effort

What is the key difference between engaged and disengaged employees?



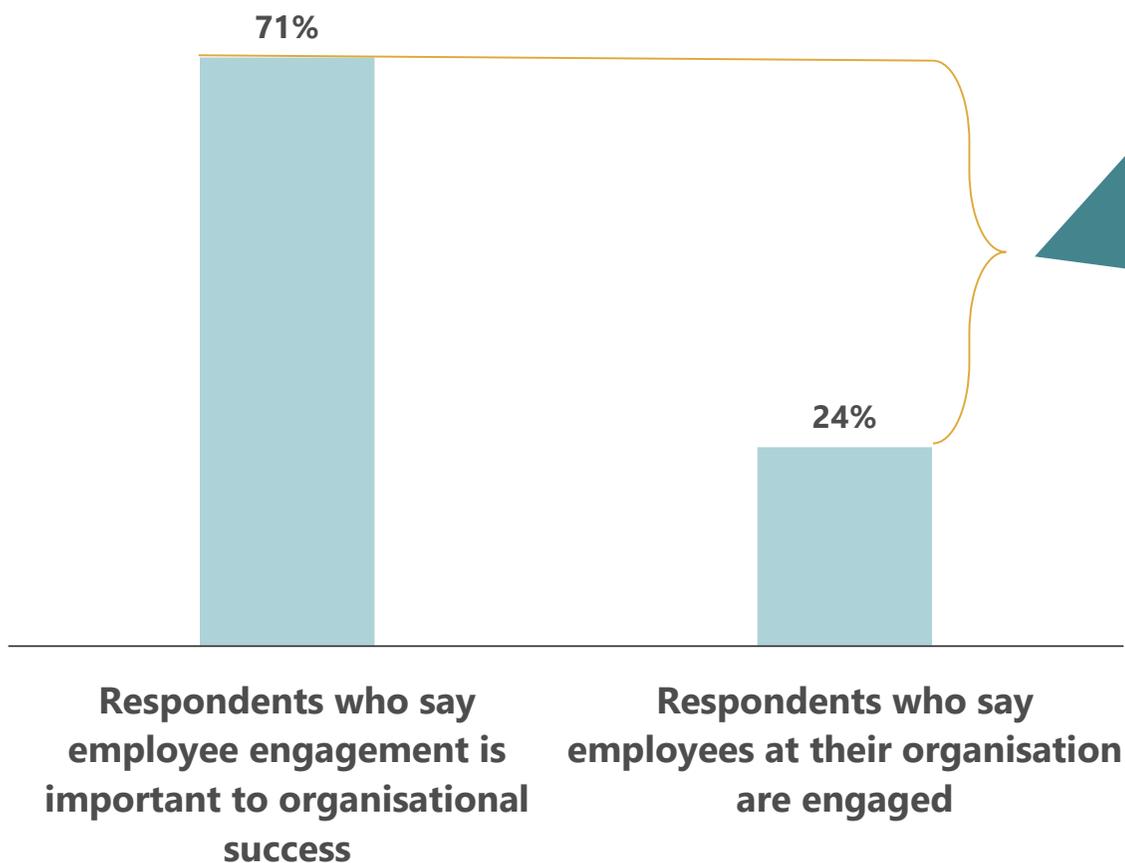
Discretionary effort is:

“Engaged employees go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward.”²

Leaders know engagement is important, yet few employers have managed to create engaged workforces

Employee engagement¹

Survey of 140 countries across 5 continents



Improving employee engagement is about designing systems that incentivize / motivate employees to **work hard for the 'right' reasons**

For example, an employee who believes that the report they are writing is **important to the company's success** will deliver better results than one who is **scared to miss a deadline**

No company wants employees who miss deadlines, but by **maximizing the use of the 'right' intrinsic motivators²** companies can reduce their reliance on others (e.g., emotional pressure)

Employee engagement can be increased by interventions which increase intrinsic motivators: play, purpose and potential

Description

Examples

Intrinsic motives strengthen performance. These are reasons/motives for performing a particular task that are directly linked to the activity

Play

You are motivated by work itself – you enjoy your day-to-day

- Time for team problem solving; support for experimentation

Purpose

Direct outcome of work fits your identity – you value work's impact

- Interaction with end user
- Ownership of end-to-end process

Potential

Outcome of work benefits identity – work enhances your potential

- Strengths-focused skill building linked to your goals

Extrinsic motives weaken performance. These are reasons/motives for performing a particular task that are external to the individual and are unrelated to the task they are performing

Emotional pressure

Work driven by fear of disappointing yourself/others

- Objective targets (e.g., sales)
- Performance reviews

Economic pressure

Work to gain reward / avoid punishment (esp. financial)

- Target-linked bonuses
- Large % of compensation at-risk

Inertia

You do your work because...well, you did it yesterday (no link to identity)

- ...lack of any other drivers!

There are (at least) five levers that organizations can use to drive engagement through intrinsic motivation



Play



Engaging role structure

Does the day-to-day include activities employees enjoy? Do they feel ownership over their work?

Purpose



Collaborative management

Do employees feel trusted & supported by managers? Do managers actively coach and mentor?



Sense of purpose

Do employees believe their work contributes to something they believe in? Do they see the impact firsthand?



Opportunities for growth

Are employees developing skills they value, and being stretched? Do they see a path forward for themselves?



Belief in leadership

Do company values resonate with employees? Do employees see their leaders living those values?



Google Links individual & company goals, factoring filing positions based on employee strengths and aspirations



Apple's managers are encouraged to have an open door, approachable & collaborative policy



TOYOTA

Toyota assembly workers are encouraged to invent tools/ways of improving their work



Nike employees are encouraged and supported to spend 10% of their time learning new skills



Autotrader

AutoTrader aligns employee goals to the organizational goals to ensure they understand their role in the business

Source: <http://blog.bernsin.com/the-five-elements-of-a-simply-irresistible-organization/> <http://panmore.com/google-hrm-compensation-career-development>
<https://www.vocoli.com/blog/december-2014/when-gm-adopted-toyota-s-secret-sauce/> <http://www.businessinsider.com/kyle-westaway-how-to-manage-your-career-2012-11>
<http://www.investopedia.com/articles/professionals/081715/how-does-tim-cooks-management-style-differ-steve-jobs.asp> <https://hbr.org/2015/12/ideos-employee-engagement-formula>

There are several low-effort & low-cost approaches that SGBs can implement to improve engagement among their employees



Ideo implemented an engagement strategy that yielded positive results



Company overview

International company doing design and consulting work

- **Industry:** Design
- Provides services ranging from product research, packaging design to strategic consulting services
- **Revenue:** \$31.302M (2016)
- **Employees:** 700 (2017)

The challenge

- The company grew from a few best friends to more than 650 people¹
- The founder wanted to develop systems that would enable the company to maintain its friendly & engaging culture in the face of growth

Intervention

- **Permission for employees to play** i.e. be creative and comfortable with their work & workspace e.g. personalizing workspaces with themes from favorite movies
- **A common purpose statement** that is tailored to specific groups and regions e.g. setting an overall mission statement that is adapted to the different worldwide locations²

Outcomes

- Company grew – in terms of services, staff and location, but have remained true to their founder's vision

Norse demonstrates how employee engagement and transparent management can drive better performance



Company overview

UK-based group of companies owned by Norfolk County Council

- **Industry:** Property consultancy
- Provides a wide array of services across the UK including facilities management, property consultancy and residential care
- **Revenue:** \$321.9M (2016)
- **Employees:** 9,650 (2016)

Challenge

- The company was looking to improve business processes through transparent management and employee engagement

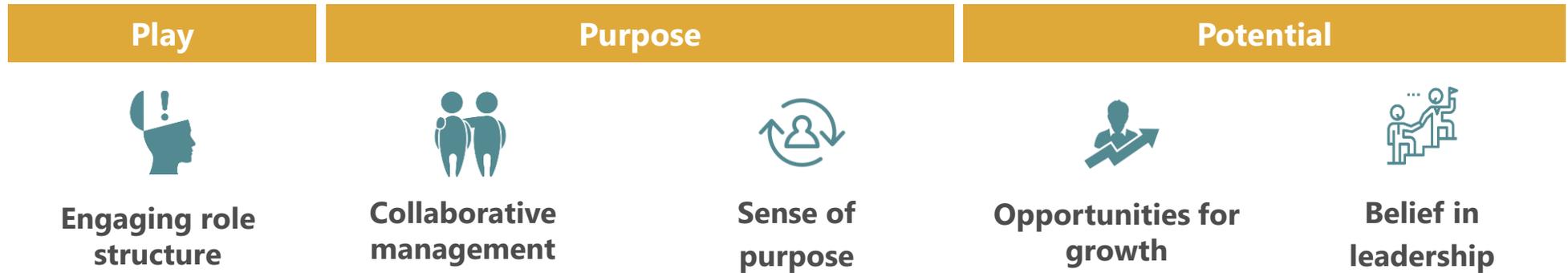
Intervention

- **Improving ownership of outcomes-** policies and procedures were streamlined to allow employees make their own decisions
- **Feedback-** Managers used a range of performance measures to evaluate employees and directly communicate the outcomes and ways of improvement to staff
- **Culture of engagement-** Managers could request for development meetings, secondments and trainings
- **Community fund-** Established for employees to apply for grants for out of work projects

Outcomes

- Better designed tasks with more responsibility
- Employees received right tools for task execution
- Enhanced employee skills & sense of being valued

Brainstorm specific changes that you can make to improve employee engagement at your organization



Look at the five areas that support employee engagement and think about two specific employees at your organization - a less engaged employee and a very engaged employee

- Think of the engaged employee – from his/her perspective, what is your organization currently doing well in each area? What is the key driver of engagement?
- Think of the disengaged employee – from his/her perspective, where do you think your organization is performing less well?

Brainstorm specific things you can do at your organization improve employee engagement. This can be:

- In general
- For a specific role type or level
- For a specific employee



Engagement

passion review role structure **content**
leadership participation **potential** growth
play **opportunities** **extrinsic**
discuss **extra mile** collaboration
capacity intrinsic **performance** connection
motivation feedback effort culture
innovation productivity **purpose** formal
values satisfaction informal initiative

Are you interested in:

- ✓ *Evaluating your employees' engagement levels?*
- ✓ *Understanding your strengths & weaknesses?*
- ✓ *Comparing your organization's performance against peers?*

Reach out to:

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or

take our survey directly here:

<http://survey.opencapitaladvisors.com>