



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Trinity Business School

• Becoming an architect of a culture for engagement

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The benefits of engagement

- Job satisfaction
- Organizational commitment
- Job performance
- Wellbeing

Individual level



- Sales, productivity, profitability
- Innovation
- Sickness absence & turnover

Organisational level



- Customer loyalty
- Customer satisfaction ratings

Customer level



- What do all of these people have in common?





✓ Time warps (slow or fast)

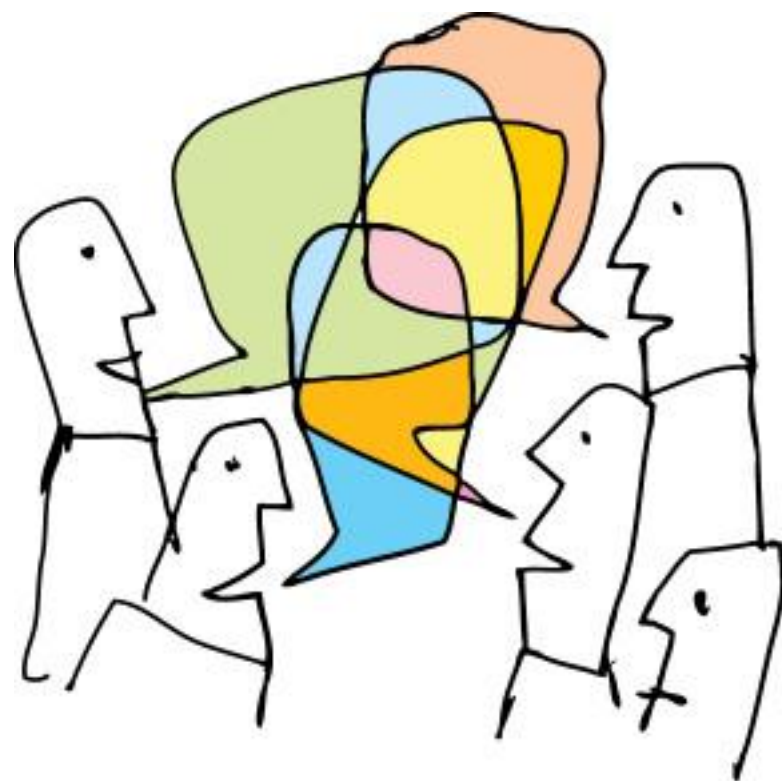
✓ Lose sense of self

✓ Intense focus

✓ Seems effortless (flow)

✓ Internally satisfying

✓ Regain larger sense of self



An Engaged Employee



... has a high level of energy and mental resilience, and is willing to persist in the face of obstacles

... finds their work significant and challenging, and takes pride in it



...is happily engrossed in work such that time passes quickly

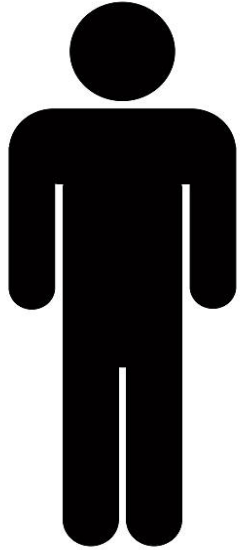
How do we build it?



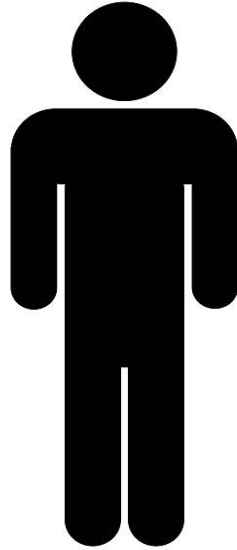
Make work <i>meaningful</i>
Provide a <i>safe</i> environment
Facilitate <i>availability</i>

Three men are found smashing boulders with iron hammers. When asked what they are doing...

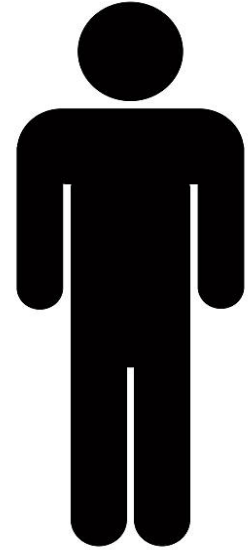
Breaking big
rocks into little
rocks



Feeding my family



Building a cathedral



Meaningful Work

It must make sense

- What is being asked of me?
- What do I need to do to perform my job well?

It must have a point

- How does my job relate to the success of the organization?
- What is the purpose of my work?

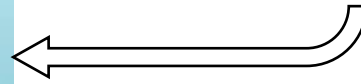
It must benefit some greater good

- How does my work help others?
- How does what I do save the planet, another life, or help the public?

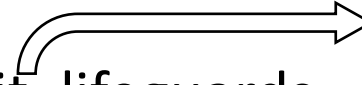
32 paid lifeguards were randomly allocated to two conditions



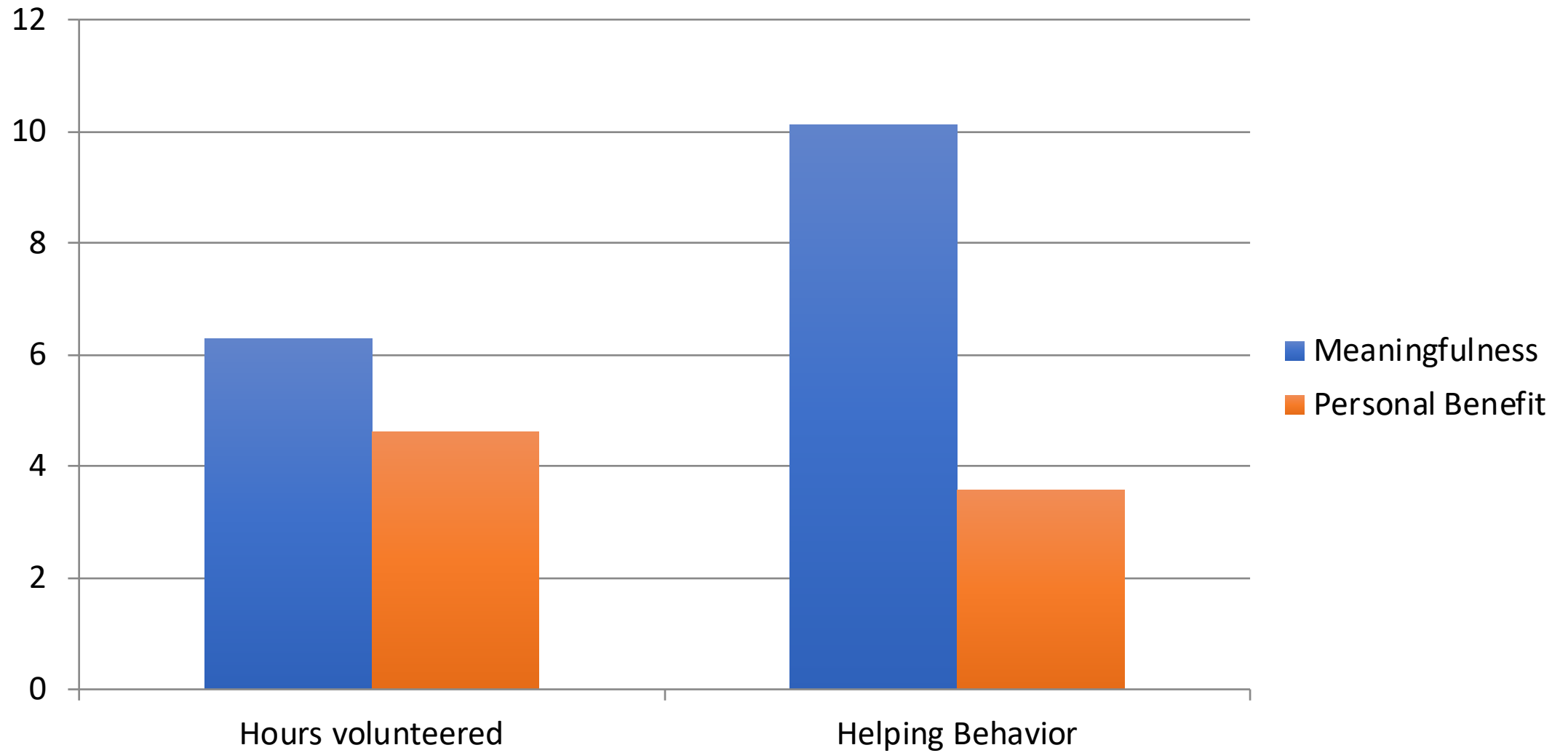
Meaningfulness: lifeguards read stories about other lifeguards rescuing drowning swimmers



Personal benefit: lifeguards read stories that highlighted benefits to the self rather than others



1 month later...Collected data on (a) job dedication (how many hours signed up to work) and (b) supervisory-rated helping behavior



Meaningful Work

01

Ensure employees know how to carry out their jobs – this is a prerequisite

02

Remind employees of how their work fits with the organizational strategy

03

Get employees into contact with those who benefit from their work

04

Encourage employees to be involved in the community (i.e. corporate volunteering)

Safety





	SAFE (VoiceTel)	UNSAFE (EnergyServ)
From the top	“It comes down to the caring thing. What people say they take away from the assessment days is the fact that, you know, we firmly believe that if you’re going to spend eight hours working somewhere then you might as well enjoy it.”	“It’s our people that deliver every day for us, we are so dependent on them to get it right first time and deliver a good job. So our employee engagement has got to be spot on.”
Recognition	“So generous, he praises us all the time for the amount of work that we do. He’s always sending emails around saying you are great, you are fantastic, don’t ever change . . . you know and just simple things like that make a whole lot of difference. It makes you want to come to work do your job really well.”	“You ask your men to do things out of the ordinary, . . . they’re coming in, they’re working all night trying to get this piece of kit sorted out, and they might work a couple of nights you know, day shift during the day, night shift coming back on at night, splitting the team in half. That’s good teamwork, they never get any thanks for it, no thanks whatsoever.”
Cohesion	“You don’t wake up in the morning and think ‘Oh my God, work!’ It’s more like you can get up and see your friends and working in between . . . because we all have a giggle on our team, we all have a good laugh but we get our work done.”	“There are organisations within EnergyServ. ‘Alpha’ does it one way and ‘Beta’ do it another way . . . there are different overtime structures . . . each service line is pretty much its own company.”
Focus	Engagement is a process; focus on engagement; no clear metrics used – Soft Engagement	Engagement is an outcome; focus on profitability; clear engagement metrics w/ competition – Hard Engagement

- What has your experience been with either soft or hard engagement? Have you witnessed either?



Availability

- Having the physical, emotional and psychological resources to personally engage in a particular moment



Physical energy

Doing any of these tasks here means sitting down for eight hours. You're sitting down doing these very precise drawings. Your back is bent over, you're staring. Your back, your neck, your eyes-you feel physically awful and mentally exhausted, and all you think about is going home.

Emotional energy

It's a combination of not knowing what the answer is and trying different solutions and being totally frustrated and exhausted, so you just pull out of it. I just got worn down, and distracted. I walked away, my mind was a mess. I just couldn't do it anymore.

Insecurity

I was anxious about how the speed and quality of my work was comparing to other people. Was I doing it fast enough, was I doing it right enough? I think about that, being here only three months. Are they going to keep me, or throw me back? I tend to worry more about how my work is going to be received than about the work itself.

Increase Self-Efficacy

- Self efficacy is the belief that you are capable of performing a task successfully
- Different than self-esteem, which is more global; self-efficacy is task specific

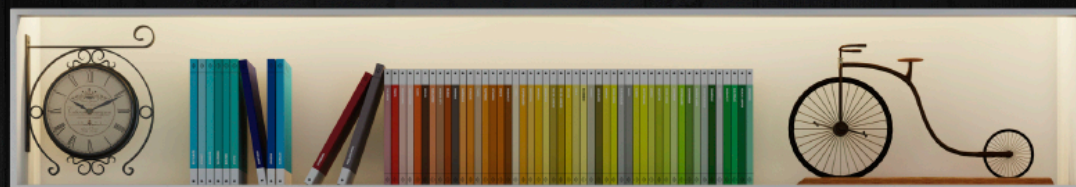
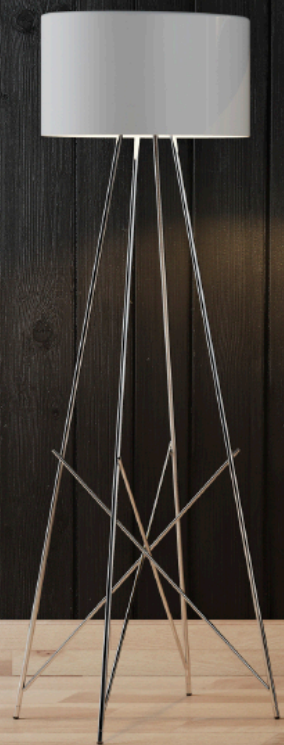
Low Self Efficacy	High Self Efficacy
I see now what has to be done, but I lack the confidence to try	I see now what has to be done, so let me do it
This goal is too hard. What a waste of time. I am out of here. This can't be done.	This goal is really hard. I am challenged, I know that I can do it.
This setback makes me think that I can't do it.	This setback is exciting. I can do this.

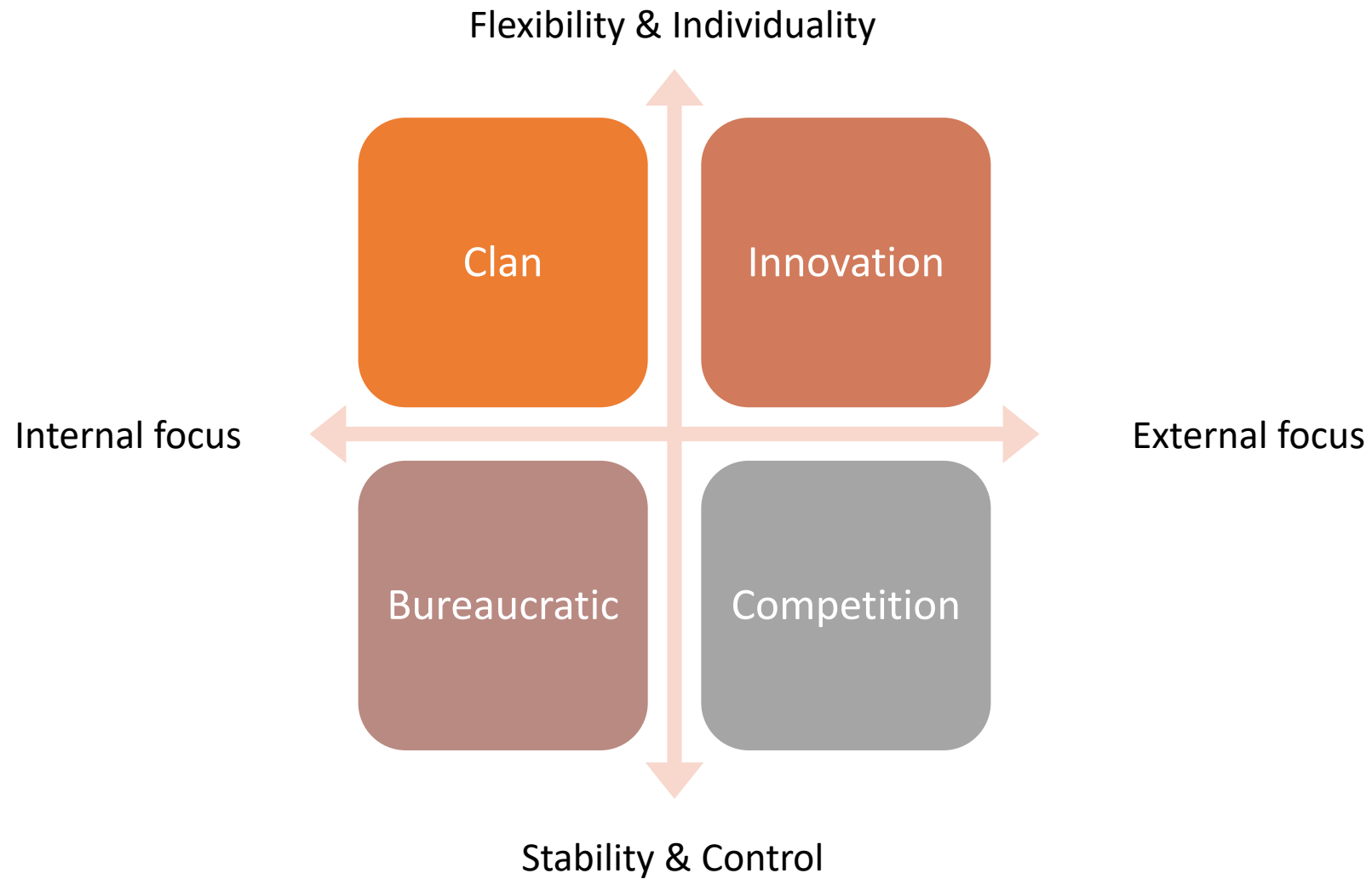


Small Wins Build Confidence

- Assign tasks and sequence them in such a way that all but guarantees that the person will accomplish the task successfully
- Give the person a task that they are likely to master
- On a task that is complex for them, help them break the task down into sub-tasks
- Sequence the tasks so that success is likely
- Praise at every step along the way

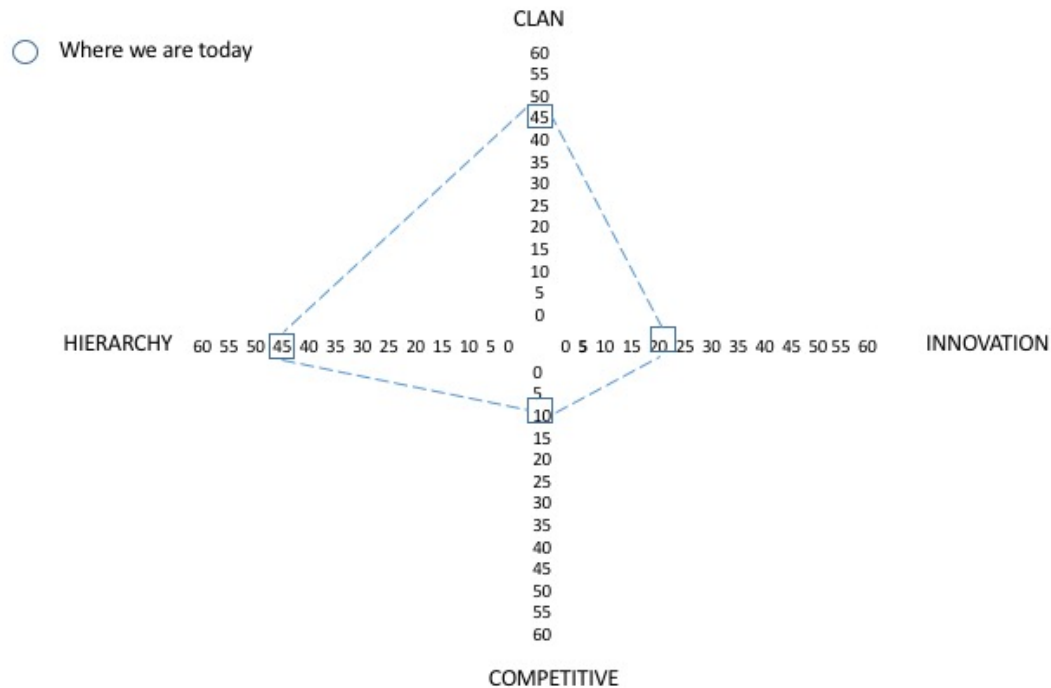






4 Types of Organizational Culture

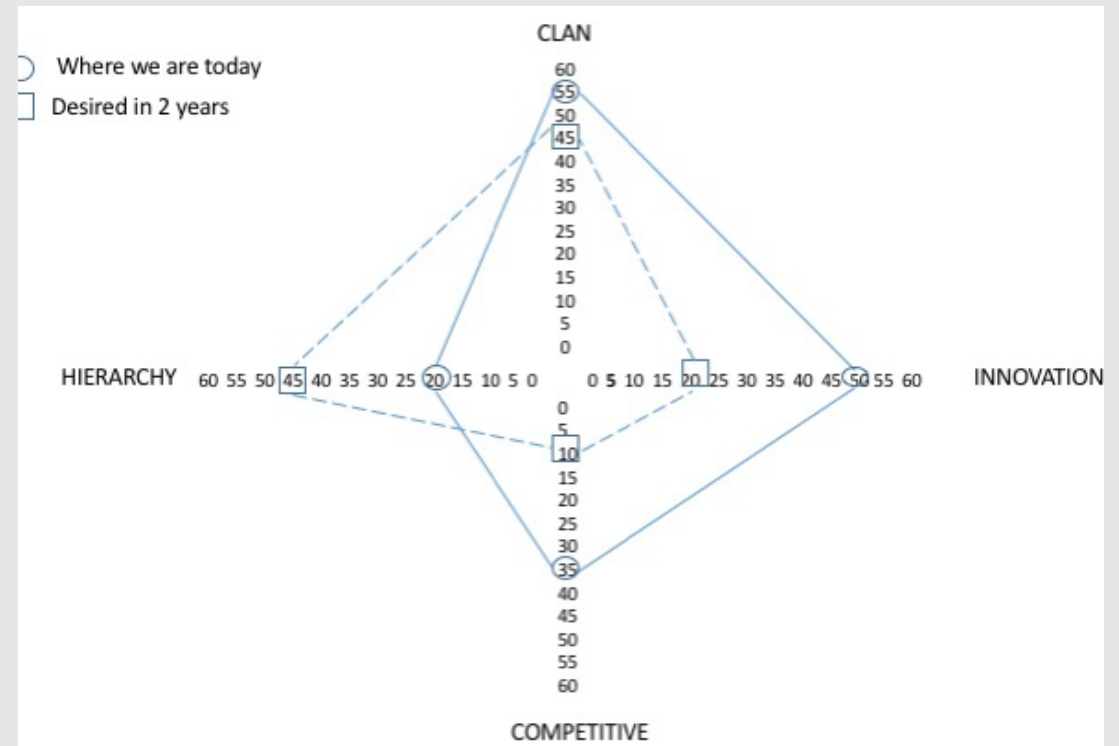
	Clan	Innovation	Competitive	Bureaucratic
The feeling	Friendly, open, extended family	Dynamic, entrepreneurial, creative	Results-oriented , face paced	Formalised and structured
Leadership	Mentors or parent figures	Innovators, risk takers	Hard drivers, producers, competitors	Good coordinators and organisers
HR focus	Commitment, cohesion, morale	Leading edge, readiness for change	Emphasis on winning, measurable goals	Maintain smooth running organisation
Long term strategy	Human resource development, sensitivity to customers	Growth and acquiring new resources	Competitive pricing and market leadership	Stability, predictability and efficiency
Glue that holds it together	Teamwork, participation, consensus	Individual initiative and freedom	Hard driving competitiveness	Formal rules and policies



- Step 1: Understand and map current culture profile
- Evaluate 6 areas: (1) management of employees, (2) strategic emphasis, (3) organizational cohesiveness, (4) leader orientation, (5) criteria for success, and (6) dominant climate.
- Distribute 100 points among four scale statements representing each of the four culture types
- Plot the points onto a chart

Interconnection Technologies

- Step 2: Identify and reach consensus on the preferred culture in 2 years
- Use the same process/questionnaire
- Plot on top of the first plot



Your turn

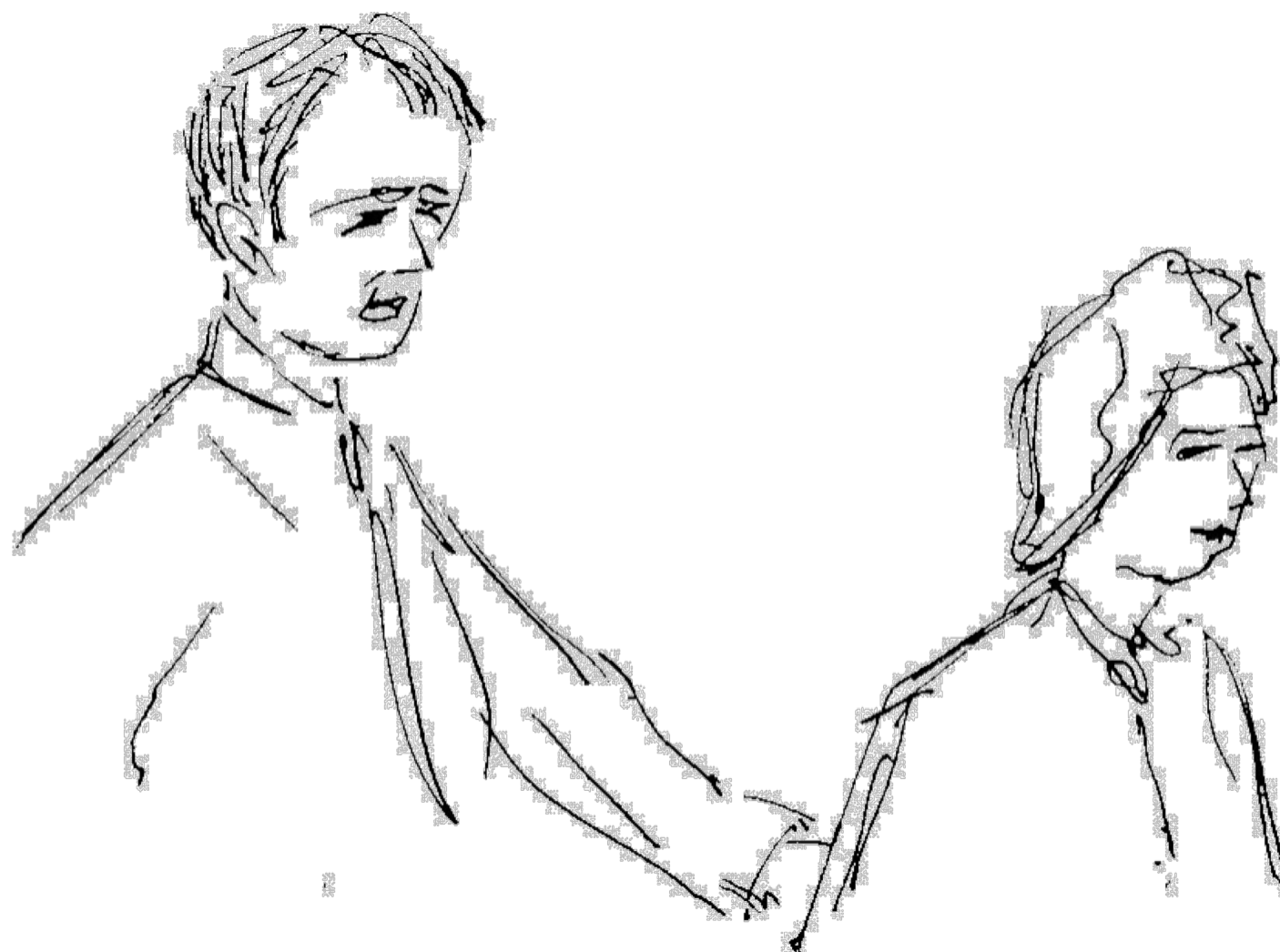


The hard work begins here...

- Step 3: Identify what the changes mean and what they require
- Determine which cultures to emphasize more, the same amount, or less
- What does this mean? What doesn't this mean?
- Provides a concrete understanding of the desired culture change
- Example: Innovation culture
- Means...
 - Put dynamism back in the business
 - Environment where risk taking is safe
 - Flexible and adaptive
- Does not mean
 - Everybody doing as they wish
 - Disregard for customers
 - The latest of everything
 - Missing goals



- Share your plot with your neighbor
- Coach each other to identify needed changes
- Ask one another what this means and what this doesn't mean
- Ask one another what implications this change would have on employee engagement



A strong situation...

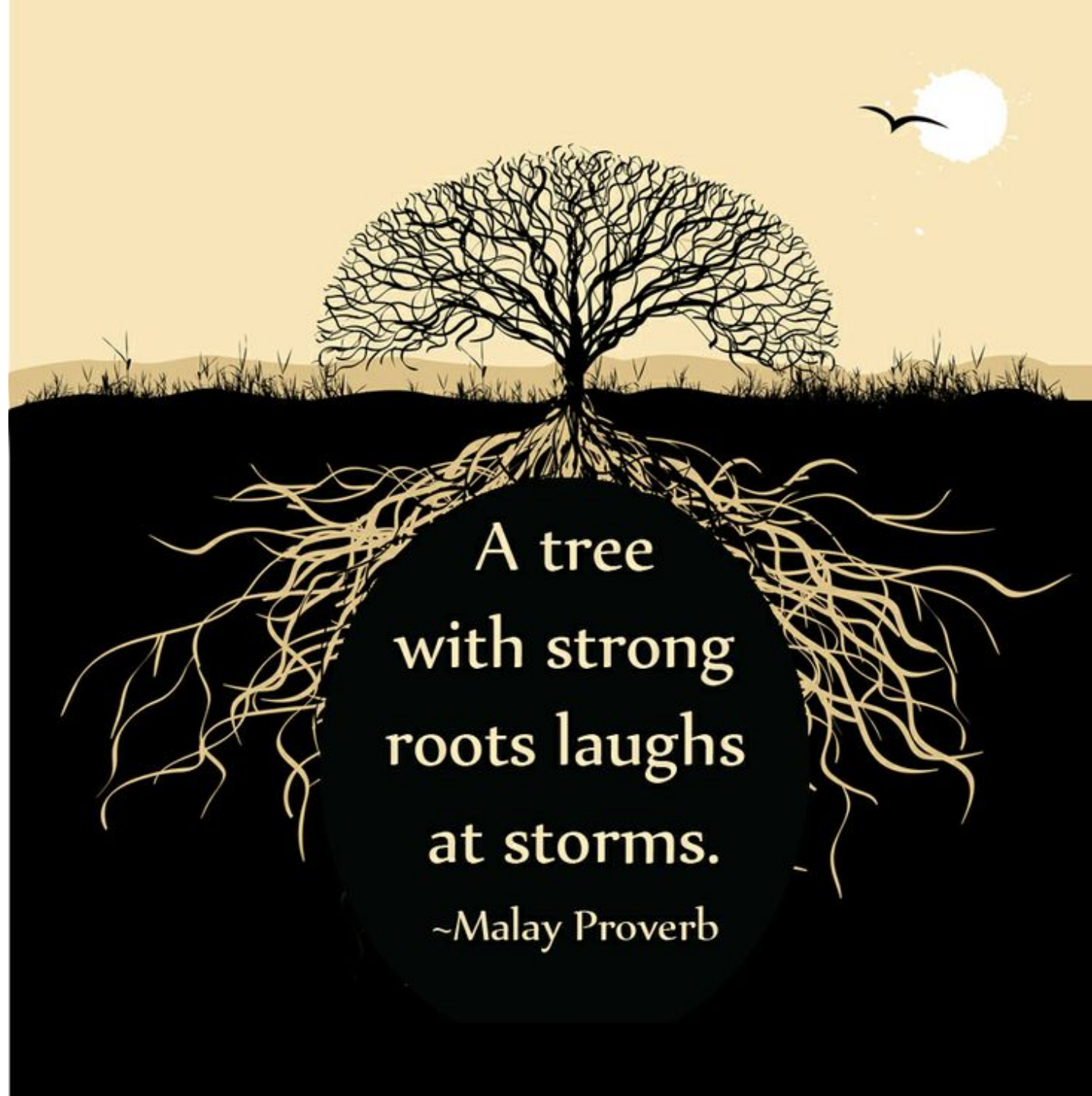
- Leads people to understand events in the same way
- Gives clear information about the consequences of behaving in one way or another
- Provides appropriate incentives to behave in a particular way
- Instills the skills necessary for performing the behavior

- Your manager has emphasized to you the necessity of having a strong financial 4th quarter. You heard rumors that a customer who contributes 20% to your bottom line may be taking her business to a competitor. Suddenly, she contacts you by telephone. She invites you to attend a golf trip hosted at her organization's retreat. Your company's written policy on such matters states that you are to say no, but this policy is seldom discussed by anyone. You even know of cases where it has been overlooked in the past. You can tell that the customer sounds impatient and wants an answer immediately. Your boss is away on holiday. Accepting this invitation may be your best chance for salvaging this business relationship. Given the necessity for a strong 4th quarter, what would you do in this situation?



What would you do?

What would managers in your company do?



A tree
with strong
roots laughs
at storms.

~Malay Proverb

Architect strong situations

1

Make it distinctive
- create signature
experiences

2

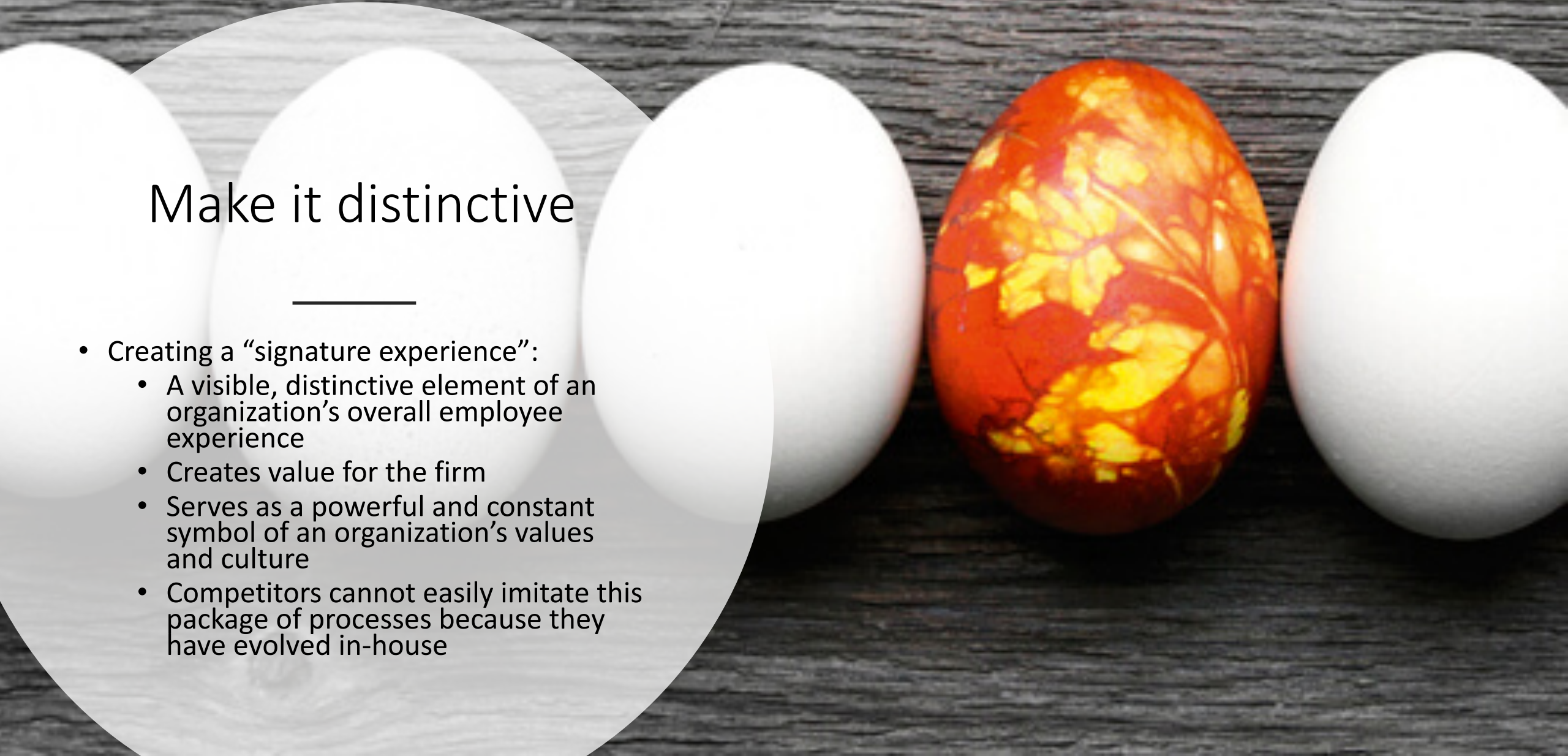
Make it consistent
– align everything
with the values

3

Make it consensual
– Mind the
intended-
implemented gap

Make it distinctive

- Creating a “signature experience”:
 - A visible, distinctive element of an organization’s overall employee experience
 - Creates value for the firm
 - Serves as a powerful and constant symbol of an organization’s values and culture
 - Competitors cannot easily imitate this package of processes because they have evolved in-house



Cultural Value	Example
Pride in what the organization stands for, or of it's heritage	Storytelling of 'Memo from the Beach' at City Bank
Commitment to job security and/or career development.	The Container Store's investment in training — 5 times the industry average
Collaboration and independence within teams	Whole Foods' hiring and compensation processes are team-based; candidates are on probation until the team votes that they may be hired full time.
Flexibility	McDonald's allows employees from within the same family to switch shifts without manager approval.
Community involvement	UBM designed a program that makes it easy for employees to contribute their workplace skills to societal causes. It essentially "donates" entire conferences.

To develop a
signature
experience...

What is your current employee value proposition? What is your greatest distinction as an employer?

How appropriate is that value proposition for the future?

What is the dominant 'life lure' of your current employees?

What would represent a distinctive and powerful signature experience for your firm?

Make it consistent

ONE HAPPY FAMILY

- Extrinsic rewards are de-emphasized
- New employees can be terminated at will
- Few obvious status differentials
- Performance assessed according to “doing things our way” rather than measureable outputs
- Existing employees are given no advantage for promotion over externals

DOG-EAT-DOG

- Emphasizes extrinsic rewards
- Guarantee of lifetime employment
- Status differences are emphasized
- Few benefits offered
- Internal promotion

Does the organisation presume trust or distrust in relations between the firm and its employees and among employees themselves?

Does it assume an inherent desire to do good work or an inherent tendency for employees to shirk unless they are motivated by incentive or fear?

Is the emphasis on egalitarianism or meritocracy? Centralization versus local decision-making and control? Competition or cooperation?

Is the focus on individuals or on groups as the key organizational units?

Is the emphasis on getting the job done, or the process by which the job is done?

Focus on the message, not the practice

Why is consistency desirable?

Technical benefits

Employee preferences tend to bundle too

Aids in the learning process about what is expected of them and what they can expect in return

Something to consider...

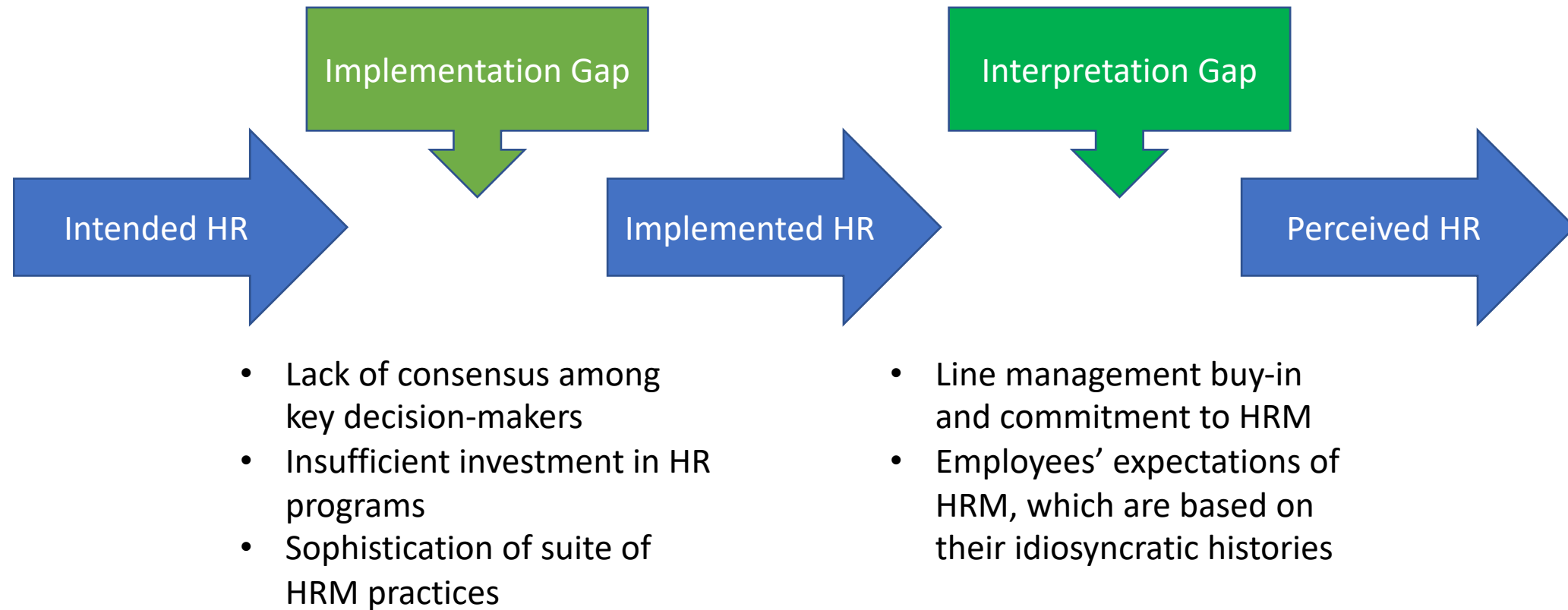
DO YOUR HRM
PRACTICES SEND A
CONSISTENT MESSAGE
TO EMPLOYEES?

IF SO, WHAT IS THAT
MESSAGE? CAN YOU
ARTICULATE IT IN ONE,
OR TWO SENTENCES?

Make it consensual – mind the gaps



LESSONS LEARNED



Architect a strong culture for engagement

1

Make it distinctive
- create signature
experiences

2

Make it consistent
– align everything
with the values

3

Make it consensual
– Mind the
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- Thank you
- Questions and comments are welcome