Building Places People Want to Work

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Learning Objectives

1 Understand engagement as an outcome

2 Learn the four phases of the employee experience that result in greater engagement

3 Answer five questions about your readiness for the future of work

4 Define practical ways to build places people want to work

"By not understanding what their employees are running from, and what they might gravitate to, company leaders are putting their very businesses at risk."   -McKinsey

McKinsey & Company

"**Research shows that people who report having a positive employee experience have 16 times the engagement level of employees with a negative experience, and that they are eight times more likely to want to stay.**"

This time it's personal: Shaping the 'new possible' through employee experience

September 30, 2021 | Article

Engagement is not a goal.

Engagement is an *outcome* of great employee experiences.

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The Employee Experience Fuels the Client Experience

EX ≥ CX

Employees who are ENGAGED at work are:

4.3x as likely to feel extremely proud of the quality of the products and services their organization offers.

Employees who are BURNED OUT at work are:

63% less likely to feel extremely proud of the quality of the products and services their organization offers.

Employees who feel CONNECTED TO THEIR ORGANIZATION'S CULTURE are:

4.9x as likely to strongly agree their organization has the speed and agility to meet customer and marketplace change.

4.0x as likely to strongly agree their organization always delivers on the promise it makes to customers.

"The science is clear: increasing base pay has a negligible effect on performance. And the best predictors of attraction and retention are factors unrelated to pay."

-Gallup
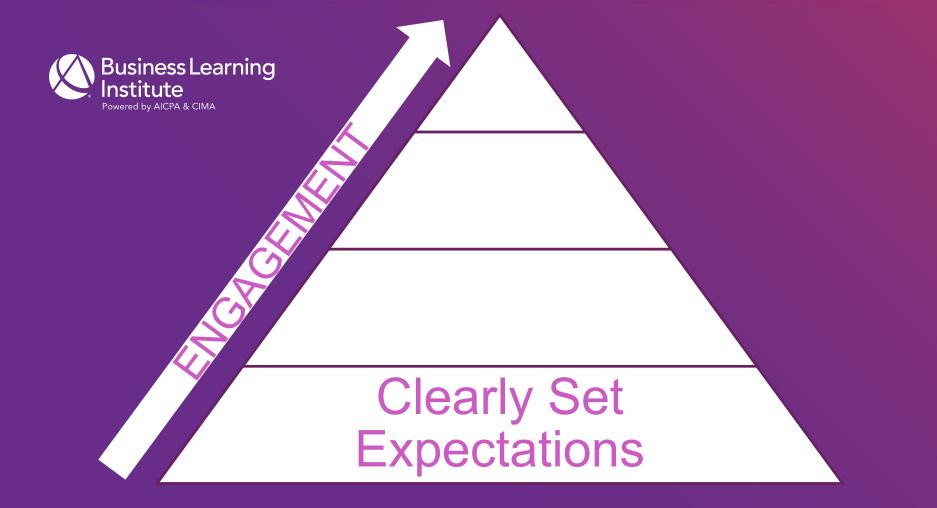
Level of stress

Work environment

Overall job satisfaction

Workgroup cohesion

Organizational commitment

QUESTION 1:
Do your people know what's expected of them?

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Clearly Set Expectations

Needs of the Employee

1. To know what is expected of them at work.
2. To have the resources to perform their job.

Clearly Set Expectations

Ways to Meet the Need

- Regular check-ins with team member → master the 1-on-1.

When a manager regularly check in on their employees' progress, team members are

More likely to believe they get paid fairly

More likely to stay with your organization

More than twice as likely to recommend your organization as a great place to work

Clearly Set Expectations

Ways to Meet the Need

- Regular check-ins with team member → master the 1-on-1.

- Discuss individual and team goals.

- Share documented description of the role and project expectations.

- Give coaching feedback frequently and formal evaluation feedback at least 2x a year.

- Discussion of barriers and actively, visibly working to remove them. #nomorehassles

QUESTION 2:
Do you truly know, trust and empower your people?

Individual Contribution

Needs of the Employee

1. To have the opportunity to do what they do best every day.
2. To be trusted in a capacity that allows them to make decisions and think for themselves.
3. To have someone who encourages their development.

A promotion is not the same thing as development.

Individual Contribution

Needs of the Employee

1. To have the opportunity to do what they do best every day.
2. To be trusted in a capacity that allows them to make decisions and think for themselves.
3. To have someone who encourages their development.
4. To connect their individual purpose to the purpose and mission of the organization.

Employees who strongly agree that they feel connected to their culture are:

3.7x | as likely to be engaged at work

5.2x | as likely to recommend their organization as a great place to work

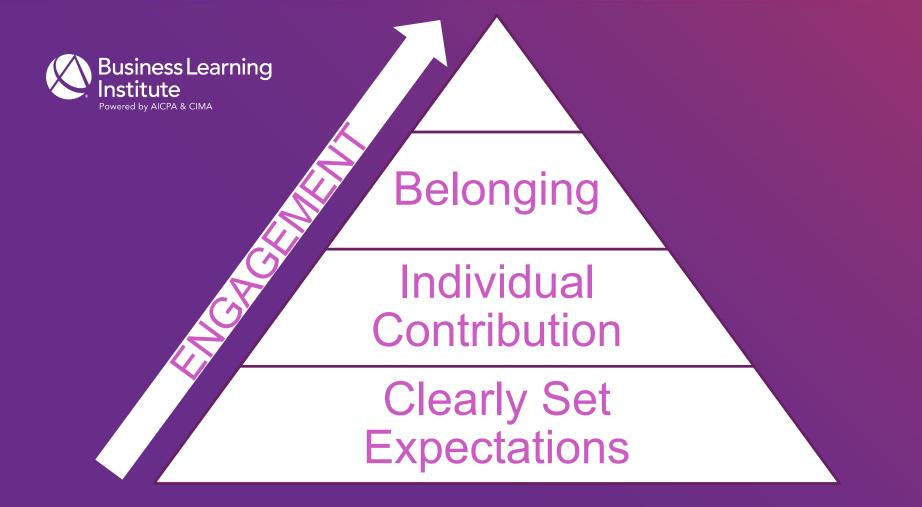**55%** | less likely to be looking for a job

Individual Contribution

Ways to Meet the Need

- Know your people. Ask and regularly discuss what each individual employee likes about their work.

- Provide opportunities for them to further develop toward mastery of the role.

- Help each individual connect with the mission, vision, purpose and values of the organization. Actively discuss and connect the dots.

QUESTION 3:
Do you focus on building
a strong sense of belonging?

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Belonging

Needs of the Employee

1. To believe their opinion counts.
2. To have true autonomy—ownership of when, where and how they work + input into what they work *on*

Employees are 43% less likely to experience high levels of burnout when they have a choice in what tasks to do, when to do them and how much time to spend on them.

Belonging

Needs of the Employee
1. To believe their opinion counts.
2. To have true autonomy—ownership over when, where and how they work + input into what they work *on*
3. To have a company mission that makes them feel their job is important.
4. To experience psychological safety within their team.
5. To know their co-workers are committed to doing quality work.
6. To feel their leader holds people accountable.
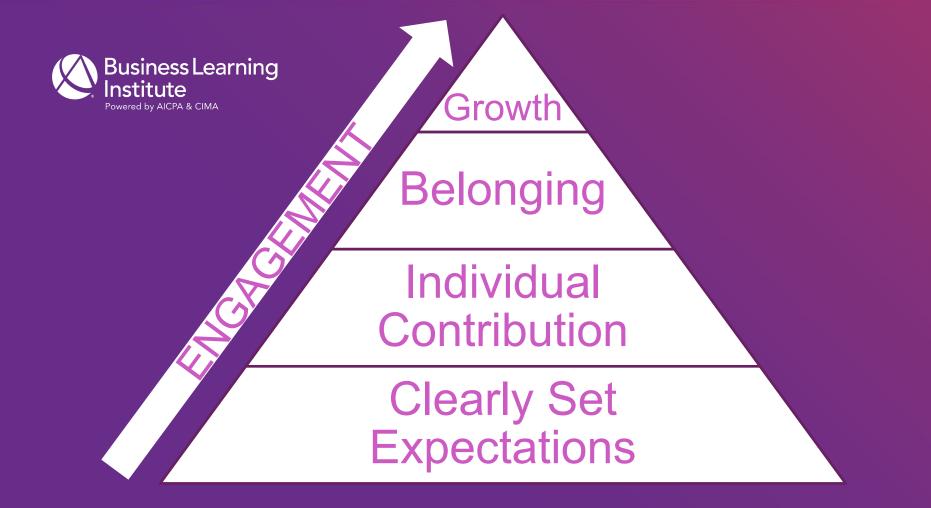7. To believe their leader cares about them as a person and has their back.

Belonging

Ways to Meet the Need

- Seek input from your team. Weigh-in creates buy-in.

- Always explain the WHY – even though it takes more time.

- Hold individuals accountable to the expectations that have been set.

- Teach your team to fail.

- Focus on outcomes.

- Provide space for passion projects.

QUESTION 4:
Do your people have the tools, resources and relationships to grow?

Growth

Needs of the Employee

1. To have an approachable and engaged direct supervisor.
2. To have someone talk with them about their progress.
3. To see what's possible in their career.
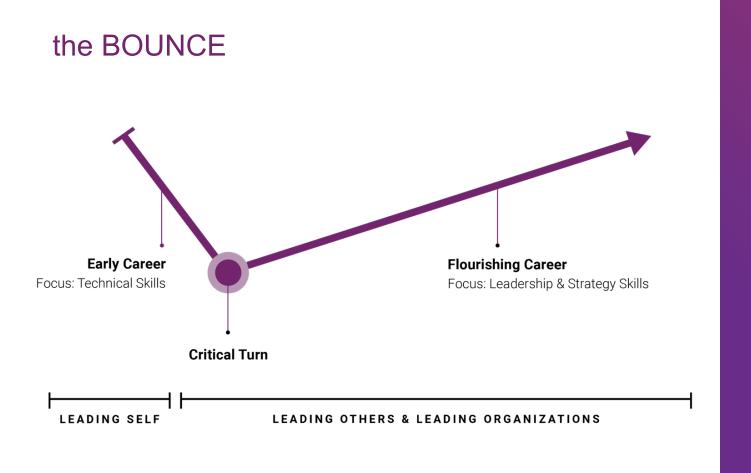4. To have daily opportunities to learn and grow.
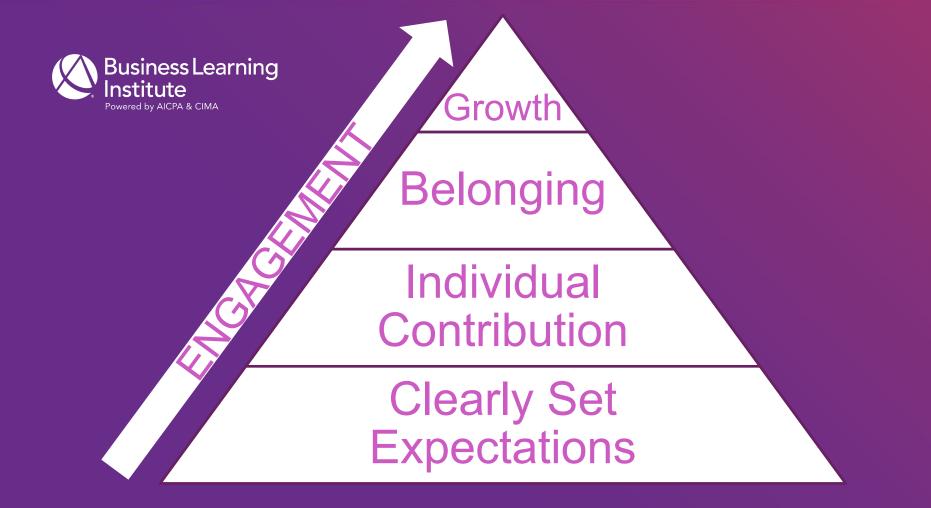
Growth

Ways to Meet the Need

- Have regular conversations to focus on career navigation, not just performance feedback.

- Map clearly articulated growth plans.

- Tell your stars they are stars.

- Create experiences that facilitate growth and close gaps.

- Know their dreams and align them to the organization's priorities.

QUESTION 5:
Are your current leaders equipped with the skillsets to build a place people want to work?

Your Speaker

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