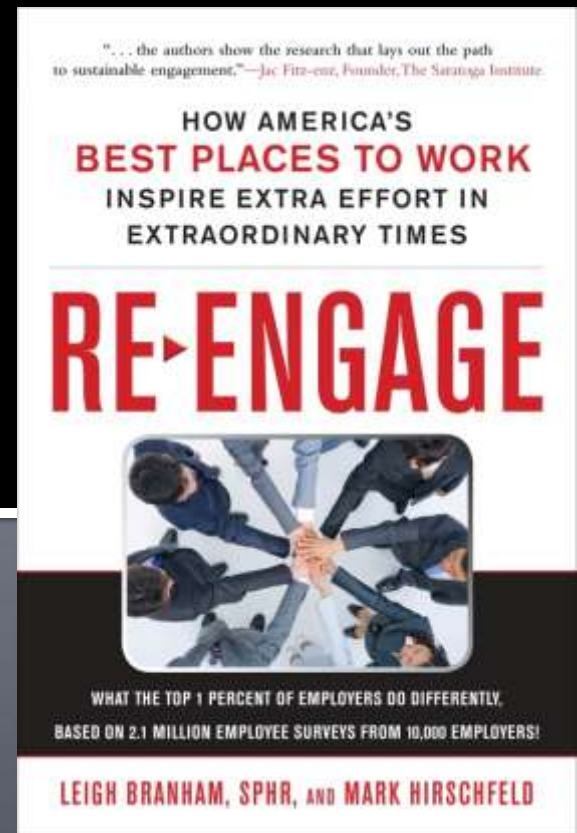


RE-ENGAGE

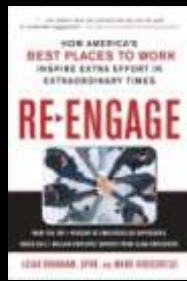
How America's Best Places to Work Inspire Extra Effort in Extraordinary Times

Leigh Branham, SPHR
Mark Hirschfeld

www.re-engagebook.com



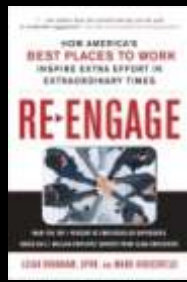
Employee Engagement: A Definition



“A heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.”

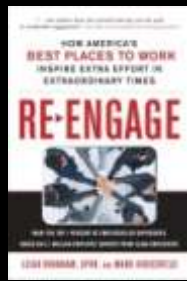
--The Conference Board

The State of Employee Engagement, 2010



- One in five workers is "highly disengaged."
- Disengaged employees are 24% less likely to quit than engaged employees.
- 60% intend to leave their jobs in 2010.
- 55% of employees plan to change jobs, careers or industries "when the economy recovers."
- 25 percent of "high potentials" plan to leave.
- The downturn has exposed a severe skills gap among managers in managing and re-engaging the disengaged—63% are now rated as "ineffective."

Cynicism About the “E-Word”

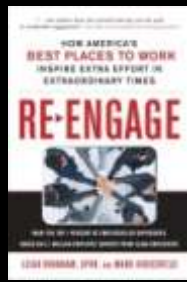


Dilbert's Boss: *“We need more of what the management experts call ‘employee engagement’...I don’t know what the details are, but I think it has something to do with you idiots working harder for the same pay.”*

Dilbert: *“Is anything different on your end?”*

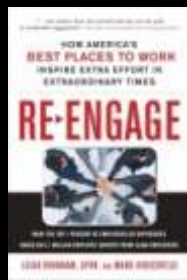
Dilbert's Boss: *“I think I’m supposed to be happier.”*

Engaged Employees. . .



- Give more discretionary effort
- Receive better customer service ratings
- Speak well of the organization
- Are more likely to stay
- Voice more ideas
- Adapt to and facilitate change
- Engage other employees

Engagement is Linked

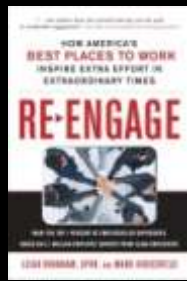


Employees Feel
"I'm very lucky because
I love working here."

Customers Return
Customers reward the
business by returning
and telling their friends.

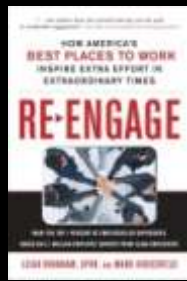
Employees Engage
"I'll work hard to take
care of customers."

"Best-Places-to-Work" Research



- Yearly competitions in 44 U.S. Cities
- 10,000 employers of all sizes have applied since 2004
- 2.1 million employees surveyed
- Data from 37-question engagement survey; 200,000+ comments analyzed

What Makes the Difference?



Engaged...



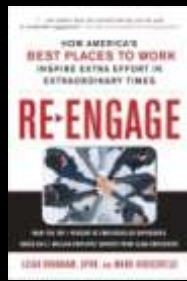
Actively Disengaged...



Not
Engaged...

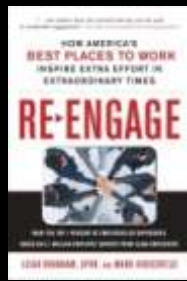


What Engaged Employees Say



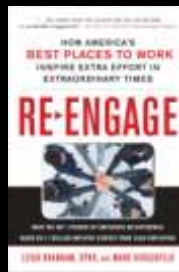
- *“This is a great place to work--telling the stories of what I do at work to my friends and family is just about my favorite thing to do because they are always in disbelief....”*
- *“Whether we win this award or not, myself and everyone on staff knows how lucky we are to work here. We have a great staff with incredible teamwork and a boss who is one of the top reasons this is such a great place. As noted in my survey answers, it would take A LOT for me to leave this office.”*

What Disengaged Employees Say



- *“My supervisor is a person that I have trouble with. He has no trust in anybody. He makes the job hard for everybody. He takes credit for everything. Makes it hard to want to do your best.”*
- *“I am amazed that this company could possibly be considered as a good place to work. Everyone I know is leaving and/or trying to leave as soon as possible. The people who work here are great, but we are treated badly by management, and I can't wait to get out!”*

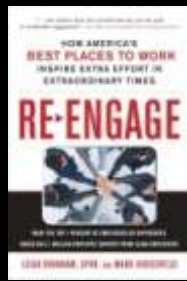
Think This Stuff Doesn't Matter?



"We have vastly underestimated how deeply ingrained are the organizational and cultural rigidities that hamper our ability to execute."

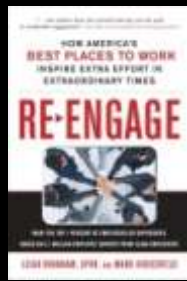


Key Findings



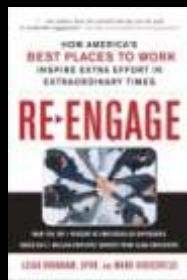
- Organizational size does matter.
- Senior leaders impact employee engagement as much or more than direct managers.
- Generational diversity is often a barrier to becoming a better place to work.
- Tough times make engagement harder.
- Employee benefits are changing as a driver.

“Universal” Engagement Drivers

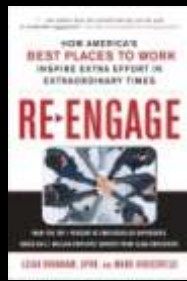


- Evident in all highly engaged “Best Places to Work” cultures.
- The best explanation of most events regarding employee engagement.
- Each highly engaged company puts their “signature” on these drivers.

Senior Leadership



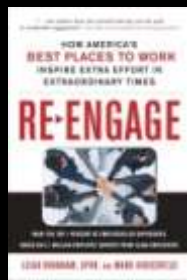
Leadership: Quality Living, Inc., Omaha, Nebraska



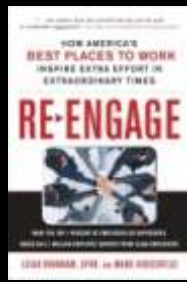
- Cares for those with brain injuries, spinal cord injuries, or severe physical disabilities
- Turnover 1/4th of industry
- Pride and autonomy as key principles
- Training in 260 “mindsets”
- “Scared Rabbits” and “Arrogant Jackasses”



Effective Management

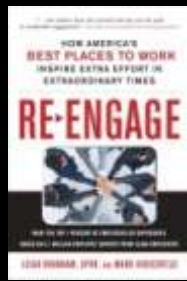


Effective Management: Winchester Hospital, Winchester, MA



- 230-bed hospital, 1,600 employees
- Won *Best-Place-to-Work in Boston* two years in a row out of 392 employers that applied
- Managers were avoiding difficult conversations
- “Learning conversation” coaching and rehearsals
- Push decision making to the front line
- Employee surveys
- People management as performance criteria
- Cut turnover in half
- Surplus of nurse applicants

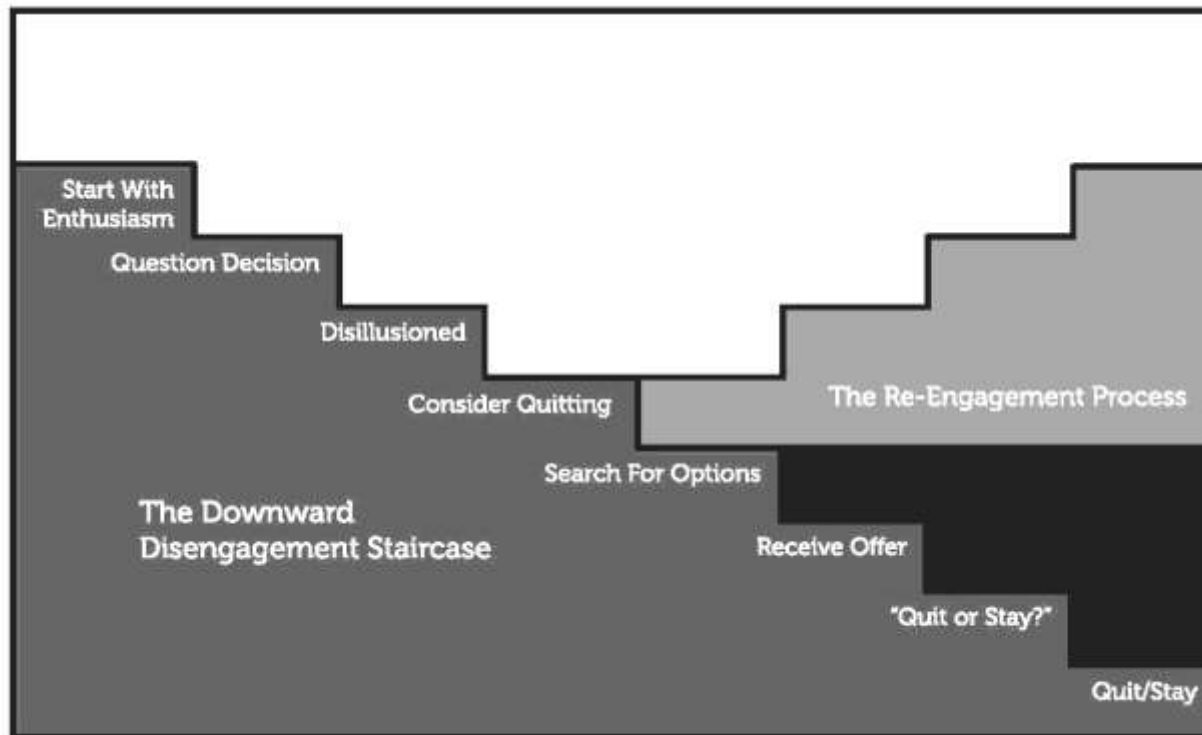
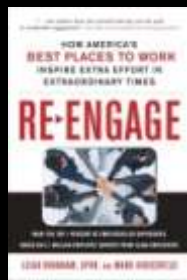
Who's Responsible for Employee Engagement?



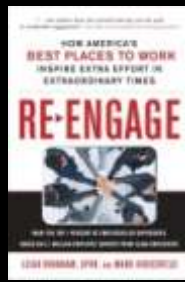
The productivity of work is not the responsibility of the worker, but of the manager."

-- Peter Drucker

Re-Engagement



More...



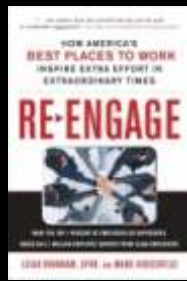
Next Webinar:

Tuesday, March 16

***Generational Diversity: Bridging A Critical
Engagement Crosswind***

Join us in **San Diego at SHRM for
“Navigating the Crosswinds of Employee
Engagement” in June!**

Presentation available. . .



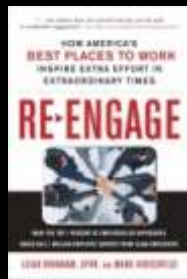
www.quantumworkplace.com

www.keepingthepeople.com

www.silverstonegroup.com

Additional information at:

www.re-engagebook.com



"... the authors show the research that lays out the path to sustainable engagement."—Jac Fitz-enz, Founder, The Saratoga Institute

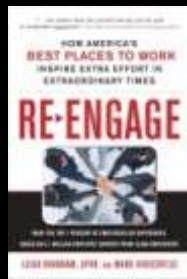
HOW AMERICA'S
BEST PLACES TO WORK
INSPIRE EXTRA EFFORT IN
EXTRAORDINARY TIMES

RE-ENGAGE



WHAT THE TOP 1 PERCENT OF EMPLOYERS DO DIFFERENTLY.
BASED ON 2.1 MILLION EMPLOYEE SURVEYS FROM 10,000 EMPLOYERS!

LEIGH BRANHAM, SPHR, AND MARK HIRSCHFELD



Thank You!

Questions?