

Welcome Gallup Great Workplace Award Winners



2017 GGWA Winners Honored for Their Engagement Excellence



During this workshop, you will discover Gallup's latest workplace **findings** and gain practical **advice** for using and applying **insights** to optimize workplace engagement and management practices.

Agenda for Today

Engagement as a Competitive Advantage

Complexity of Managing Teams in the Workplace

Employees Are Consumers of Your Workplace

Re-engineering Performance Conversations

Discussion and Introductions

- Name
- Company
- Title
- Current challenge you are facing in your organization

Emerging Workplace Expectations Are Shifting

What Future Workplaces Want and Need

THE PAST ————— LEADER AS COACH —————> OUR FUTURE

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life



Engagement as a Competitive Advantage

CHAPTER

06

Employees Are Looking and Leaving

33%

of U.S. employees are engaged in their job.

51%

are actively looking for a new job or watching for openings.

35%

report changing jobs within the past three years.

43%

healthcare employees report changing jobs within the past three years.

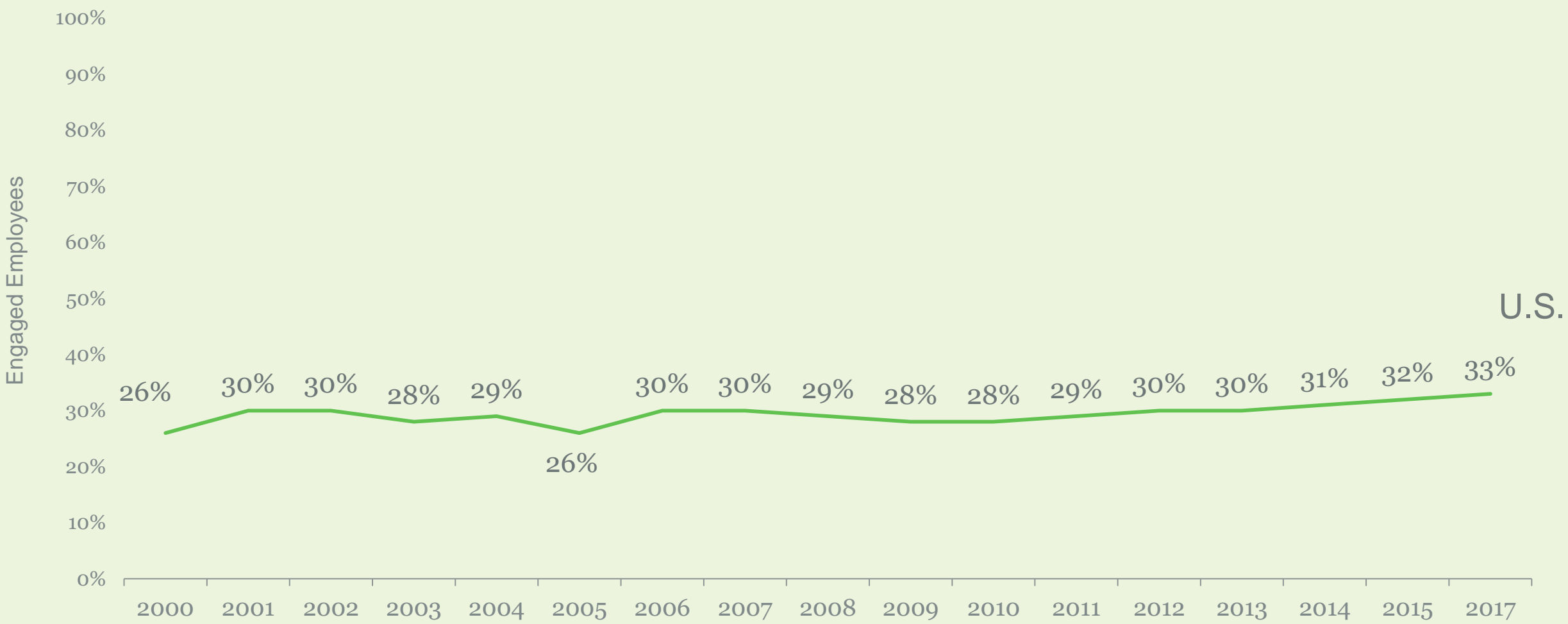
91%

left their employer the last time they switched jobs.

The Staggering Cost of Active Disengagement

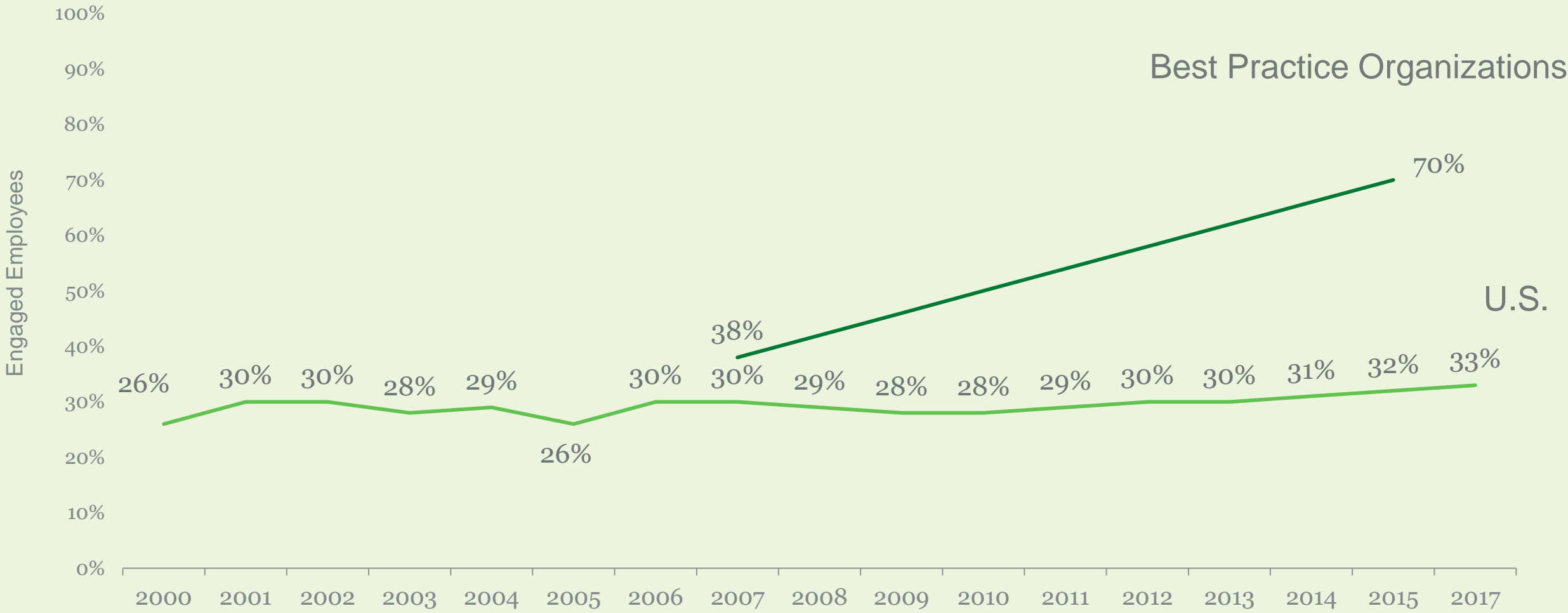
Gallup estimates that actively disengaged employees cost the U.S. **\$483 billion to \$605 billion** each year in lost productivity.

Engagement Remains Steady With Only Slight Improvements



Gallup Daily Tracking

But It Doesn't Have to Be This Way



Gallup Daily Tracking

Employee Engagement: A Primer

Gallup's Q¹²®

BASIC NEEDS

Q01: I know what is expected of me at work.

Q02: I have the materials and equipment I need to do my work right

INDIVIDUAL NEEDS

Q03: At work, I have the opportunity to do what I do best every day.

Q04: In the last seven days, I have received recognition or praise for doing good work.

Q05: My supervisor or someone at work seems to care about me as a person.

Q06: There is someone at work who encourages my development.

TEAMWORK NEEDS

Q07: At work, my opinions seem to count.

Q08: The mission or purpose of my company makes me feel my job is important.

Q09: My associates or fellow employees are committed to doing quality work.

Q10: I have a best friend at work.

GROWTH NEEDS

Q11: In the last six months, someone at work has talked to me about my progress.

Q12: This last year, I have had opportunities to learn and grow.

Employee Engagement: A Primer

Gallup's Q¹²®

Gallup Company Level
Client Database 2017

BASIC NEEDS

INDIVIDUAL NEEDS

TEAMWORK NEEDS

GROWTH NEEDS

Median Top Box (%5)

Q01:	I know what is expected of me at work.			55%
Q02:	I have the materials and equipment I need to do my work right			38%
Q03:	At work, I have the opportunity to do what I do best every day.			40%
Q04:	In the last seven days, I have received recognition or praise for doing good work.			33%
Q05:	My supervisor or someone at work seems to care about me as a person.			48%
Q06:	There is someone at work who encourages my development.			38%
Q07:	At work, my opinions seem to count.			31%
Q08:	The mission or purpose of my company makes me feel my job is important.			41%
Q09:	My associates or fellow employees are committed to doing quality work.			41%
Q10:	I have a best friend at work.			35%
Q11:	In the last six months, someone at work has talked to me about my progress.			41%
Q12:	This last year, I have had opportunities to learn and grow.			43%

Employee Engagement: A Primer

Gallup's Q¹²®

Gallup Company Level
Client Database 2017

GGWA Winners
2017

BASIC NEEDS

INDIVIDUAL NEEDS

TEAMWORK NEEDS

GROWTH NEEDS

Median Top Box (%5)

Q01:	I know what is expected of me at work.	55%	72%
Q02:	I have the materials and equipment I need to do my work right	38%	57%
Q03:	At work, I have the opportunity to do what I do best every day.	40%	60%
Q04:	In the last seven days, I have received recognition or praise for doing good work.	33%	60%
Q05:	My supervisor or someone at work seems to care about me as a person.	48%	71%
Q06:	There is someone at work who encourages my development.	38%	62%
Q07:	At work, my opinions seem to count.	31%	52%
Q08:	The mission or purpose of my company makes me feel my job is important.	41%	67%
Q09:	My associates or fellow employees are committed to doing quality work.	41%	61%
Q10:	I have a best friend at work.	35%	61%
Q11:	In the last six months, someone at work has talked to me about my progress.	41%	70%
Q12:	This last year, I have had opportunities to learn and grow.	43%	69%

Engagement as a Competitive Advantage

GGWA Trends

- Engagement is a key component of business strategy.
- Organizations leverage analytics to understand actions that lead to improved outcomes.
- Engagement is empowered and modeled by leaders.
- The culture of engagement differentiates workplace from others in the market.
- Action planning and coaching help employees understand their impact on customer experience and bottom line.
- Q¹² is not a metric, but a change mechanism.
- Q¹² scores consistently are included in balanced scorecards with other business metrics.



Using Your Culture as a Competitive Advantage — Discussion

- What does your organization do that you consider best practice?
- What do you wish you could improve on?
- What new programs are you testing?



Complexity of Managing Teams in the Workplace

CHAPTER

07

Majority of Employees Are Matrixed to Some Extent

	WORKFORCE %
1. Slightly matrixed: Employees who <i>sometimes</i> work on multiple teams with people who <i>may or may not report to the same manager</i>	49
2. Manager-matrixed: Employees who work on multiple teams <i>every day</i> with different people, but most team members report to the <i>same manager</i>	18
3. Highly matrixed: Employees who work on multiple teams <i>every day</i> with different people who report to <i>different managers</i>	17

Highly Matrixed Employees Feel More Supported Within the Workplace

Compared with non-matrixed employees, highly matrixed employees are:

58%

more likely to strongly agree that their opinions at work count.

29%

more likely to strongly agree that someone at work cares about them.

39%

more likely to strongly agree that someone at work encourages their development.

40%

more likely to strongly agree that their coworkers are committed to quality.

Matrixed Employees

↑ Collaborate more effectively

↑ Ability to do what I do best

↓ Clarity in the job

↓ Time to focus on “doing work”

More Employees Are Working Remotely

Percentage of employees who spend at least some of their time working in a location different from their coworkers:

2012 Employees

39%

vs.

2016 Employees

43%

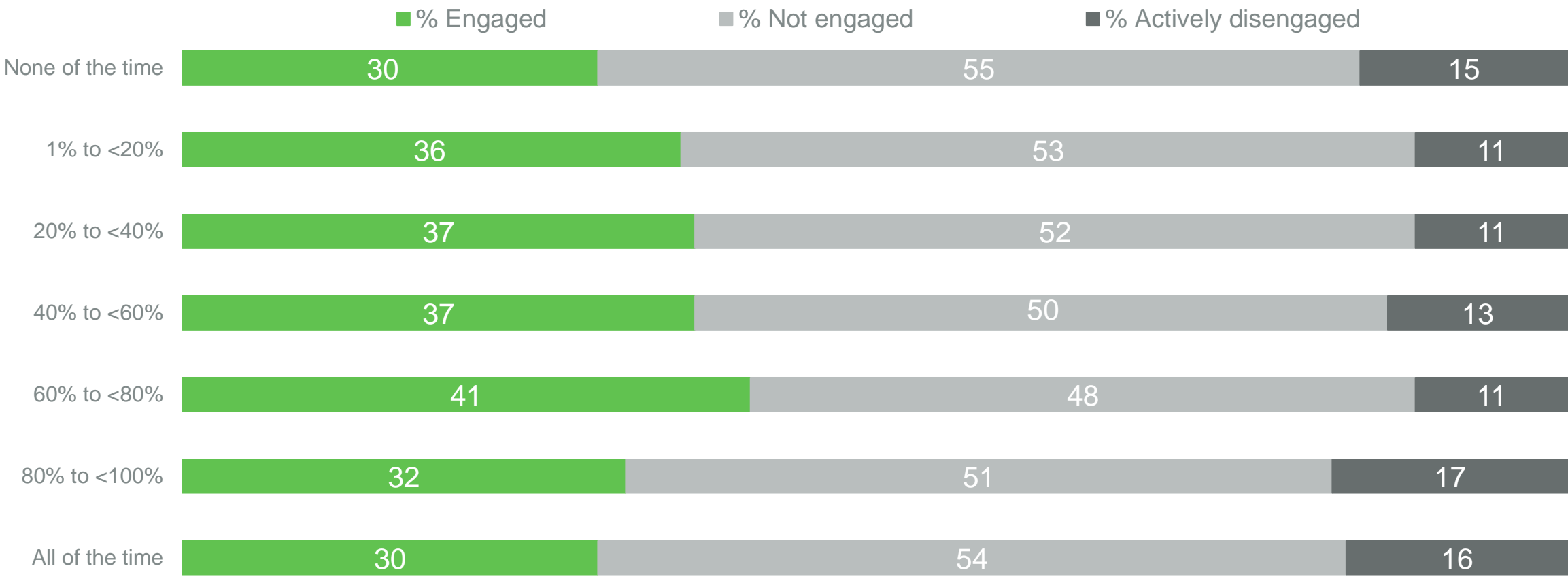
vs.

2016 Healthcare Employees

31%

Engagement Highest Among Workers Who Spend Three to Four Days Working Remotely

Percentage of time spent working remotely



Remote Employees

↑ Materials/Equipment

↑ Ability to do what I do best

↓ Connecting with others

↓ Development

Flextime

COMPANY OFFERS FLEXTIME

38%

of employees are engaged

vs.

COMPANY DOES NOT OFFER FLEXTIME

25%

of employees are engaged

Employees with Flextime

↑ Opinions count

↑ Learn and grow

- Expectations

- Accountability

Complexity of Managing Teams in the Workplace

GGWA Trends

- recognize evolving workplace
- use Q¹² as a framework to connect and collaborate with employees
- leverage tools and technology to improve communication, collaboration and best-practice sharing
- ensure accessibility to leaders
- use creative approaches to managing teams
 - huddles, rounding



Managing Teams Differently — Discussion

- What does your organization do that you consider best practice?
- What do you wish you could improve on?
- What new programs are you testing?



Employees Are Consumers of Your Workplace

CHAPTER

02

Employees Are Looking and Leaving

51%

are actively looking for a new job or watching for openings.

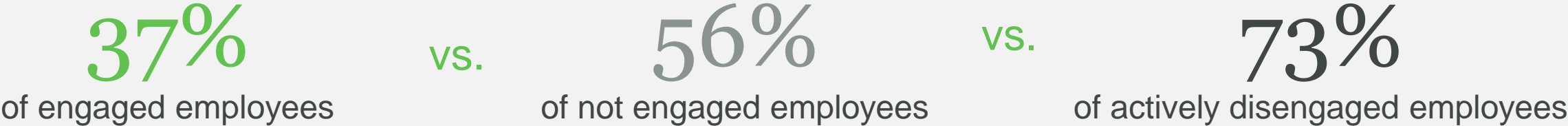
91%

left their employer the last time they switched jobs.

87%

healthcare employees left their employer the last time they switched jobs.

Actively Disengaged Employees Are Almost Twice as Likely as Engaged Employees to Seek New Jobs



say they are looking for jobs or watching for opportunities.

Employees Look for Fit to Role, Culture and Life

Five most important attributes employees consider when deciding whether to take a job with a different organization (% who say this is very important):

1. the ability to do what they do best (60%)
2. greater work-life balance and better personal well-being (53%)
3. greater stability and job security (51%)
4. a significant increase in income (41%)
5. the opportunity to work for a company with a great brand or reputation (36%)

What Employees Want

ORGANIZATIONS MEETING NEEDS

	EMPLOYEES WHO WOULD CHANGE JOBS TO HAVE %	EMPLOYEES WHO SAY THEIR COMPANY OFFERS %	DIFFERENCE (PERCENTAGE POINTS)
Retirement plan/401(k) with employer match	50	68	+18
Health insurance	61	91	+30
Insurance coverage other than health insurance (dental, vision, life)	48	82	+34
Paid leave (sick days, medical or personal leave)	48	86	+38
Paid vacation	53	92	+39

What Employees Want

ORGANIZATIONS FALLING SHORT

	EMPLOYEES WHO WOULD CHANGE JOBS TO HAVE %	EMPLOYEES WHO SAY THEIR COMPANY OFFERS %	DIFFERENCE (PERCENTAGE POINTS)
Flexible working location where you can choose to work off-site full time	35	12	-23
Profit-sharing	40	20	-20
Flexible working location where you can choose to work off-site part time	37	24	-13
Retirement plan with a defined benefit (pension)	51	43	-8
Monetary bonuses	54	47	-7
Flextime	51	44	-7

62% of healthcare employees would change jobs for flextime.

How Employees Shop for Jobs

DIGITAL

SOMETIMES,
OFTEN OR
ALWAYS USE
%

Websites of the organizations you have interest in

77

Online job sites (e.g., Monster, CareerBuilder)

58

Publications or online sources in your professional field

57

General web search (e.g., using Google, Bing, Yahoo)

55

Professional network site (e.g., LinkedIn)

47

News media (e.g., ads in newspapers or magazines, TV or radio ads, news reports)

39

PEOPLE

SOMETIMES,
OFTEN OR
ALWAYS USE
%

Referrals from current employees of an organization

71

Suggestions from family members or friends

68

Professional or alumni organization

41

Award-Winning Organizations Attract Employees

Employees who would be much more likely or somewhat more likely to apply for a job or accept an offered job at a company that received a great workplace award:

80%

apply for job

82%

accept an offered job

Employees Are Consumers of Your Workplace

GGWA Trends

- Organizations are creating or revamping their Employee Value Proposition.
- Employee Value Proposition is consistent with actual employee experiences.
- Onboarding programs align with overall business strategy.
- The strongest organizations understand their organization's identity.
 - consistent throughout the employee life cycle (from attraction through employment)
- Organizations have a specific focus on retaining high talent.



Employees Are Consumers of Your Workplace — Discussion

- What does your organization do that you consider best practice?
- What do you wish you could improve on?
- What new programs are you testing?



Re-engineering Performance Conversations

CHAPTER

05

A Disruption in Traditional Performance Management

Two Forces

DISAPPOINTING RETURN ON INVESTMENT



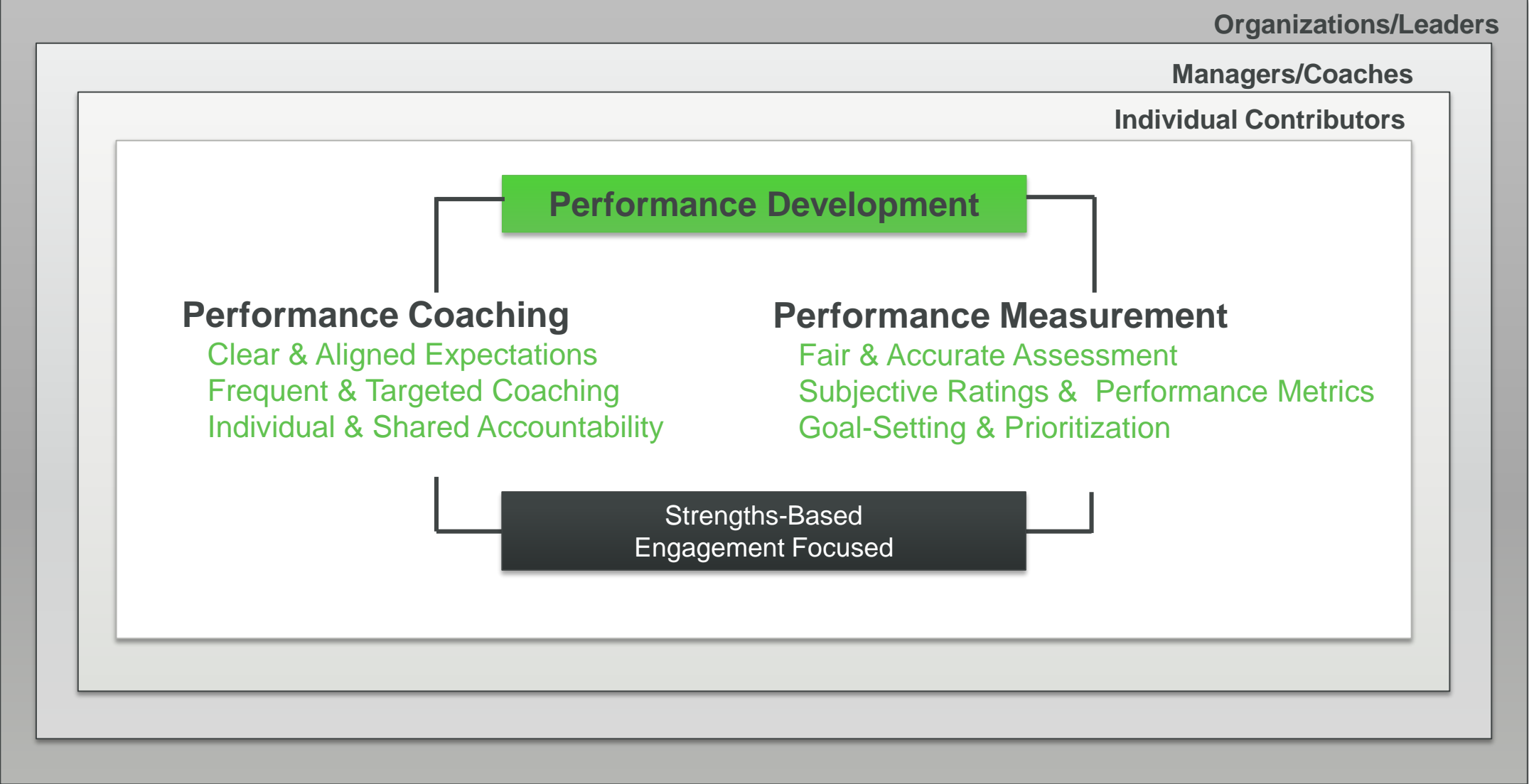
- Costly to the organization
- Disengaging
- Does not improve performance
- Serves as a barrier to development

CHANGES IN THE WORKFORCE



- Constant changes in technology
- Globalization
- Overwhelming information flow
- Changes in the workforce

Gallup's Big Picture of Performance Management



How Employees Currently Feel About Their Work and Workplace

LACK OF ...

MOTIVATION

21%

of employees strongly agree that their performance is managed in a way that **motivates them to do outstanding work**

ENGAGEMENT

15%

of employees are **engaged in their work worldwide**

FUTURE OUTLOOK

18%

of employees strongly agree that employees who **perform better grow faster at their organization**

Conventional Performance Management Doesn't Work

% EMPLOYEES WHO STRONGLY AGREE

their job description aligns with the work they are asked to do

41%

their manager involves them in setting their goals at work

30%

they can link their goals to their organization's goals

44%

Gallup's Performance Development Cycle



Coaching Conversations Roadmap

Five Conversations That Drive Performance

Establish Expectations	Lead Ongoing Coaching Conversations			Create Accountability
1 Role and Relationship Orientation	2 Quick Connect	3 Check-In	4 Developmental Coaching	5 Progress Review
Onboarding 1-3 hours	Daily 5-15 minutes	Regular Intervals (Weekly/Monthly) 30 minutes-1 hour	As Opportunities Arise 30 minutes-1 hour	Twice Each Year 1-2 hours
<ul style="list-style-type: none"> complete role orientation understand and appreciate strengths build engagement and collaboration establish expectations and priorities 	<ul style="list-style-type: none"> emails, phone calls and hallway conversations successes: What is going well and why? barriers: What is getting in your way that I can help with? 	<ul style="list-style-type: none"> set expectations <ul style="list-style-type: none"> - touch base - workload - goals - needs discuss successes and barriers align and set priorities 	<ul style="list-style-type: none"> immediate feedback following performance scheduled skills training strengths coaching engagement action planning 	<ul style="list-style-type: none"> My Purpose My Goals My Metrics My Development My Strategy My Team My Life

CULTIVATING INDIVIDUALIZED DEVELOPMENT 

Re-engineering Performance Conversations

GGWA Trends

- Managers are coaches.
- Employees need meaningful feedback.
- Managers and employees have ongoing conversations.
- Accountability is front and center of the performance management strategy.
- Focus on a manager's ability to engage is a critical factor in succession planning and performance.



Re-engineering Performance Conversations — Discussion

- How far on your PM re-engineering journey is your organization?
- Which elements of your current system are working well?
- Which ones would you like to change?
- Where are the roadblocks to widespread change at your organization?
- What do you hope to accomplish over the next year in this area?

High-Performing Culture

Aimed at developing strengths

Unified vision and strategy

Use of data insights that influence decision-making

Employees take personal ownership of their engagement and performance



Static Culture

Aimed at fixing weaknesses

Employees take a wait-and-see attitude toward their job

Employees make judgments and form opinions about their organization in a negative way

An Urgent Need for Leadership Action

22%

of employees strongly agree that the leadership of their organization has a clear direction for the organization.

15%

of employees strongly agree that the leadership of their organization makes them enthusiastic about the future.

13%

of employees strongly agree that the leadership of their organization communicates effectively with the rest of the organization.

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