How to Build a Winning Engagement Strategy for a Distributed Workforce

Santiago Jaramillo, CEO & Founder of Emplify

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Santiago’s Story

Adaptability
A Lot Has Changed Since 1995

• 19-year-old Tiger Woods proudly hugs his winning trophy during the 1995 U.S. Amateur Championship tournament.

And in case you forgot, mobile phones used to look like this.
Millennials Now Largest Generation

J.S. Labor Force Composition by Generation

- Gen Xers: 31%
- Boomers: 49%
- Silent: 18%
- Greatest: 2%
- Post-Millennials: 1%
- Millennials: 34%

*PEW Research Center

Average Tenure Per Generation (in Years)

- Baby Boomers: 7 years
- Generation X: 5 years
- Millennials: 2 years
**Why Does This Matter?**

**Cost**

“For the average employee, it costs upwards of 150% of their annual salary to replace them.”

-Zen Workplace

**Time**

“The time to fill vacancies hit an all-time high in May 2015 with an average of 27.8 working days.”

-DHI Hiring Indicator

**Brand Reputation**

“Seventy-five percent of Americans said they wouldn’t be willing to work for a company with a bad reputation—even if they are currently unemployed.”

-DHI Hiring Indicator

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**Employees Want to Stay If They Are Engaged**

“Highly engaged employees are 87% less likely to leave their companies than their disengaged counterparts.”

- Corporate Leadership Council
The Context: “Post-PC” Era Arrives

Sales of Smartphones vs. PC (millions)

- **Smartphones**
- **PCs: Laptop & Desktops**


Millions
How We Use Our Smartphones

- **2013**: 20% Mobile web, 80% Apps
- **2014**: 14% Mobile web, 86% Apps
- **2015**: 11% Mobile web, 89% Apps
- **2016**: 10% Mobile web, 90% Apps

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The Instant Economy: Right Now, Quickly, or Never
To engage employees, we must meet them where they are.

The nature of work has fundamentally changed.

The workforce has fundamentally changed.

The technology and communication channels have fundamentally changed.
70% of People Are Not Engaged at Work

Organizations With Highly Disengaged Workers …

- Have 50% more employee turnover - SHRM
- Have 22% less utilization and productivity - SHRM
- Have low-scoring employer reputations publicly online - SHRM
- Deliver worse customer service - SHRM
- Are 1/3 less profitable than companies with highly engaged employees - Gallup
So, Now What?

What is Employee Engagement?

An employee’s intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.
What Does Engaging Leadership Look Like?

- Measure & Understand them
- Inspire them
- Connect them
- Recognize them
- Involve them

Survey of Executives
Is employee engagement critical?

70%

Source: CEB Engagement Research, CEB
Survey of Executives

Are our engagement efforts working?

Source: CEB Engagement Research

20%

No Strategy and No Measurement

“The essence of strategy is that you must set limits on what you’re trying to accomplish.”
   Michael Porter

If you can’t measure it, you can’t improve it.”
   Peter Drucker
Engagement Methodology: Agile Engagement

AGILE ENGAGEMENT

Top 10 best-seller in Management & Coaching

The Emplify Engagement Lifecycle

- Surface engagement reality
- Set baseline measurements
- Understand best drivers for most engagement improvement
- Document prioritized strategy with timeline and ownership
- Pulse assessment
- Prioritize initiatives based on strategy progress learnings
- Iterate strategy based on progress learnings

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Measurement Best Practices

- Under 7 min
- Pulse
- Data
- Baseline Score
- Filter results
- Right Channel

How to Measure & Understand Employees

Survey Response
- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

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March 28, 2017

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WHAT THEY VALUE: PURPOSE AND MEANING = INSPIRATION

“Seventy-three percent of employees who say they work at a ‘purpose-driven’ company are engaged, compared to just 23% of those who don’t.”

– Deloitte

“Fifty-eight percent of millennials say they would take a pay cut for a job that makes a social or environmental impact.”

– Project ROI

Control group

A

Read employee stories – job benefits

B

Read scholarship stories

C

Heard from recipient for 5 mins

D

No change in performance

143% raise in weekly funding

400% raise in weekly funding

*University of Michigan
Connect: during onboarding and ongoing

“90% of employees will decide if they want to stay or leave a job within the first 6 months”

SHRM

Approximately 17% of employees who leave within 6 months at a company said “a friendly smile or helpful co-worker would have made all the difference.”

SHRM
Onboarding Tips & Best Practices

- Clear communication before first day
- Welcome kit on desk
- Help them connect with peers
- Snacks on desk for others
- Accessible, photo-based staff directory
- Pair up with “buddy”, “ambassador”, etc
“Companies who implement regular employee feedback report 15% less turnover.”
Gallup
Feedback Breeds Inclusivity & Involvement

Engaging Leadership

- Measure & Understand them
- Inspire them
- Connect them
- Recognize them
- Involve them
Our Solution

Measure + Improve

- Employees take the survey 1 week
- Communicate upcoming survey
- Coaching session 1 hour
- Emplyfy Scorecard
- Customized engagement game plan
- Monitor progress with check-ins
- Monitor progress with check-ins

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How We Help Improve Employee Engagement

- **MEASURE**: engagement for actionable insights
- **INSPIRE**: employees to do their best work
- **VOICE**: employee feedback to make informed decisions
- **CONNECT**: team members to foster deeper relationships

As seen in:

- The Wall Street Journal
- Inside Indiana Business
- Forbes
- Network World
- IndyStar
- IBL.com
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Find me after the presentation to receive a bookmark to redeem your autographed copy of Agile Engagement.

Questions

Up Next: Lunch on Event Lawn 1

Breakouts resume at 1:30

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