

Driving High Performance and Workplace Engagement

Success Can Be Predicted





Today's Presenter



Bob Ebers, M.A.
Founder
Workplace Stars

- 30+ yrs in HR, L&D, and as an organization improvement consultant, trainer and coach
- Extensive experience using a data-driven approach to create high performance and workplace engagement
- Visionary for Workplace Stars and Knowing Point

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Strong Research Foundation

- Ongoing study of performance excellence and employee engagement
- Scientific, academic approval
- > 60 studies linking workplace practices to organization outcomes – www.workplacestars.com/research.pdf
- Four Drive Theory: P.R. Lawrence, N. Nohria (Harvard)

Predicting an Organization's Future with Remarkable Accuracy

Presentation Objectives

- Review the reasons **why organizations survey** their staff
- Provide an overview of **workplace engagement**: definition, engagement drivers, relationship to organization success
- Explain **performance excellence**: definition, relationship to organization success
- Introduce the new **High Performance-Workplace Engagement Model**

Why Organizations Survey The Workplace





**Using the Workplace
Engagement Construct as a
Measure of Employer of Choice**

Four Drive Theory

- **Acquire and Achieve** is the drive to seek, take, control and retain objects and personal experiences. This drive is insatiable. It fuels competitive behaviors.
- **Bond and Belong** is the drive to form relationship with others and develop mutual caring commitments. It motivates cooperation.
- **Challenge and Learn** is the drive to satisfy curiosity and to understand ourselves and the world around us. This drive creates a knowledge gap that motivates learning.
- **Define and Defend** is a self-protective drive. It involves defending relationships, acquisitions and belief systems. The drive to defend is reactive and is triggered by perceived threats.

There is nothing more practical than a good theory. Lewin 1945

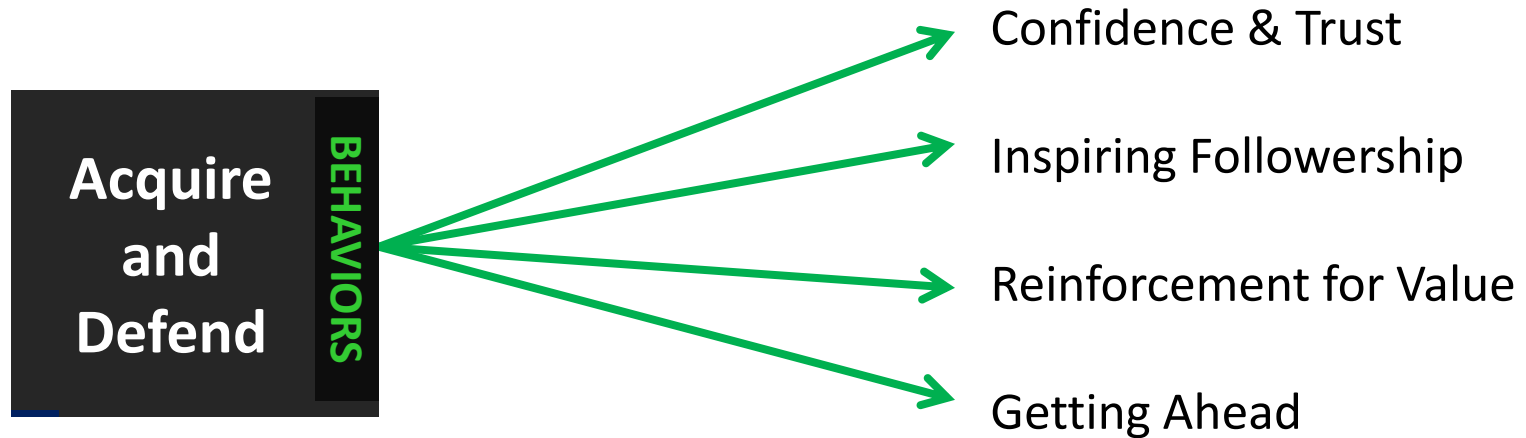
Workplace Engagement Defined

The extent to which managers are **motivated** to **acquire** and **defend** the organization, where staff are **highly engaged** to **bond and learn** And both in concert create **positive client experiences** that result in **increased stakeholder value**

Definition of Behavior

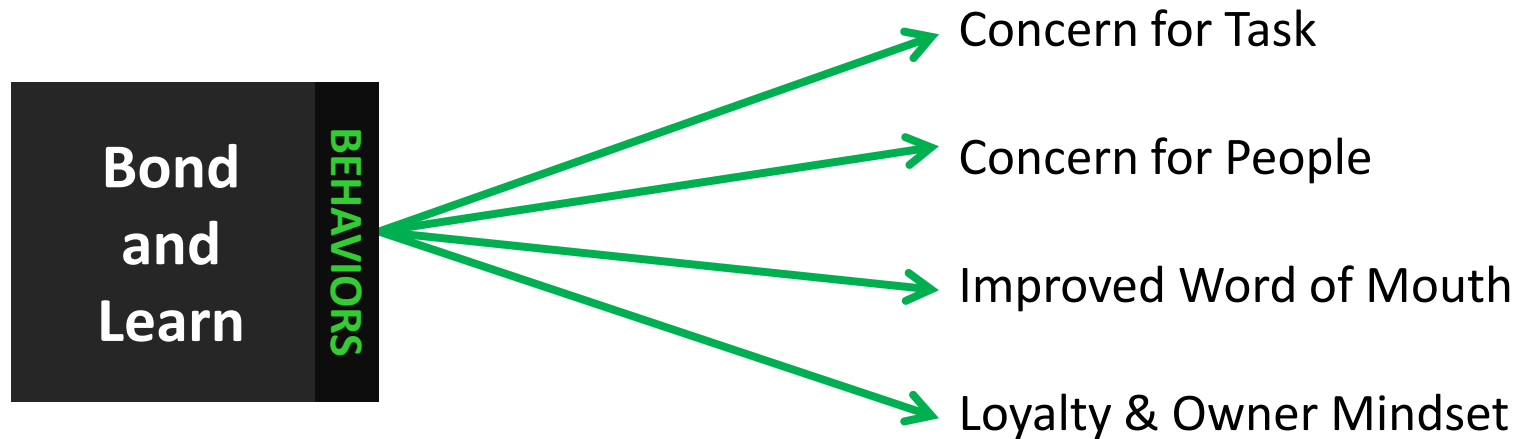
Behaviors: These are the **observable actions** of an individual or group of individuals.

Stewardship Behaviors



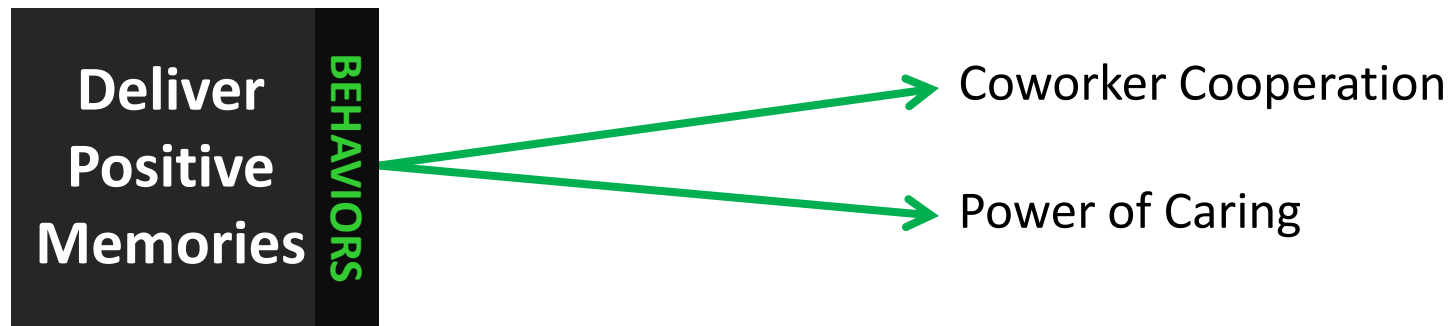
Engaged managers care more, perform better, inspire

Engagement/Passion Behaviors



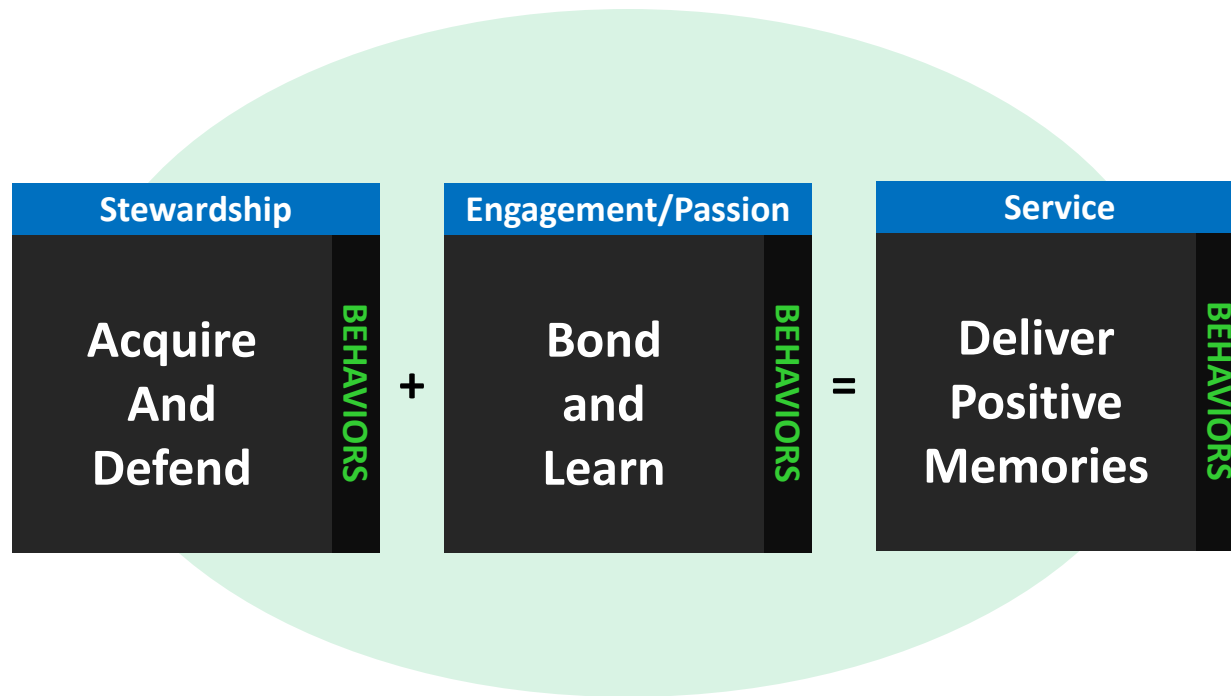
Engaged employees care more, perform better, stay longer

Service Behaviors



Clients care more, remain loyal, refer others

Workplace Excellence



Predicts manager & staff commitment and effort

Workplace Engagement by...

Leaders who **inspire confidence** in the future

Managers who **recognize staff** and **emphasize quality** and **improvement** as top priorities

Exciting work and the opportunity to **learn new skills**

Organizations that demonstrate a **genuine responsibility** to their people and communities



**Using the Performance
Excellence Construct as a
Leading Indicator**

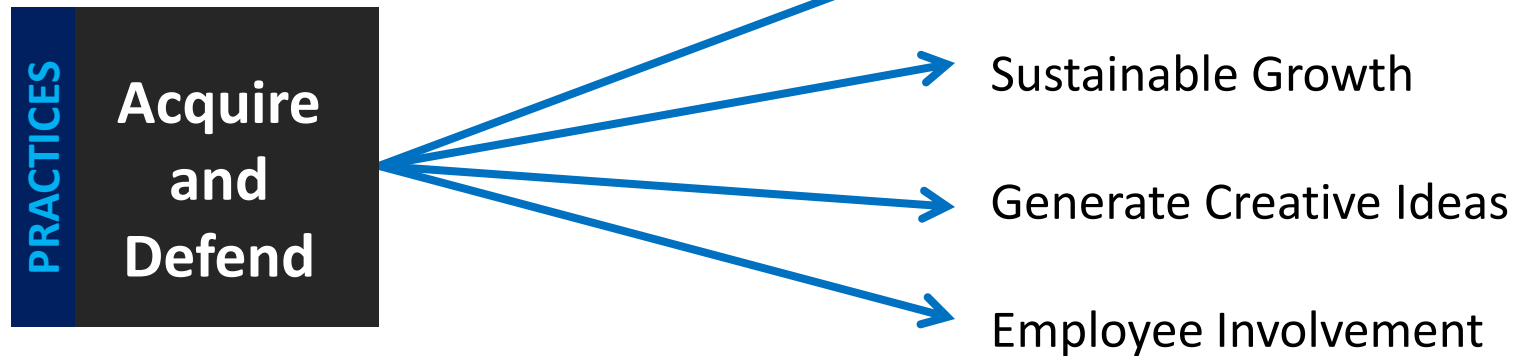
Performance Excellence Defined

The extent to which an organization is strongly committed to high levels of **customer service** *and* **product quality** *and* *relies upon* **continuous improvement** *practices to achieve* **superior organizational results**

Definition of Practice

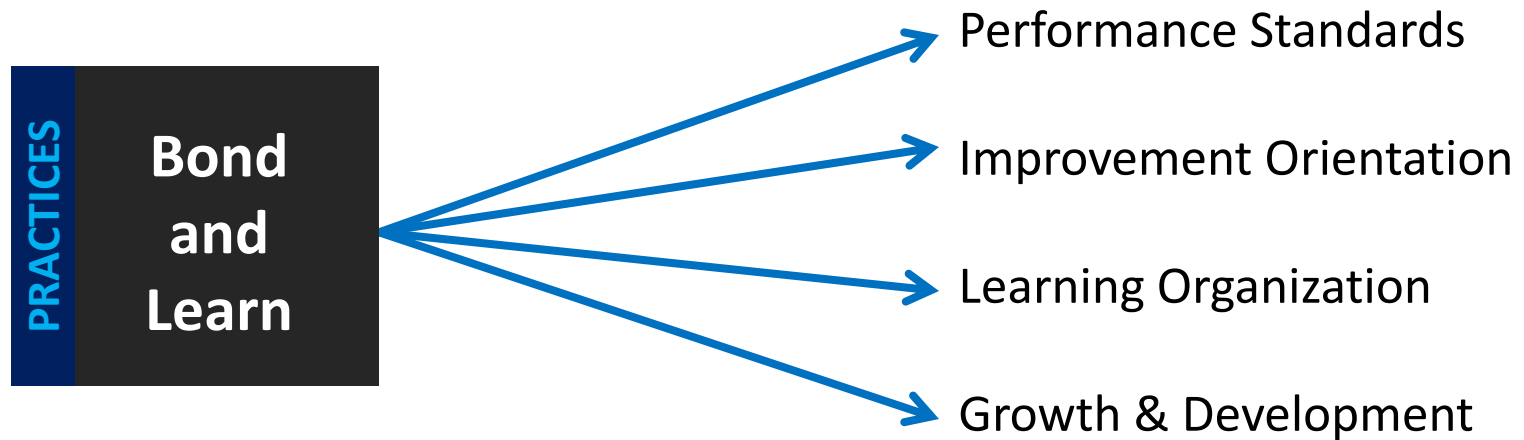
Practices: The established (formal or informal) **policies** and **procedures** that guide day-to-day operations

Stewardship Practices



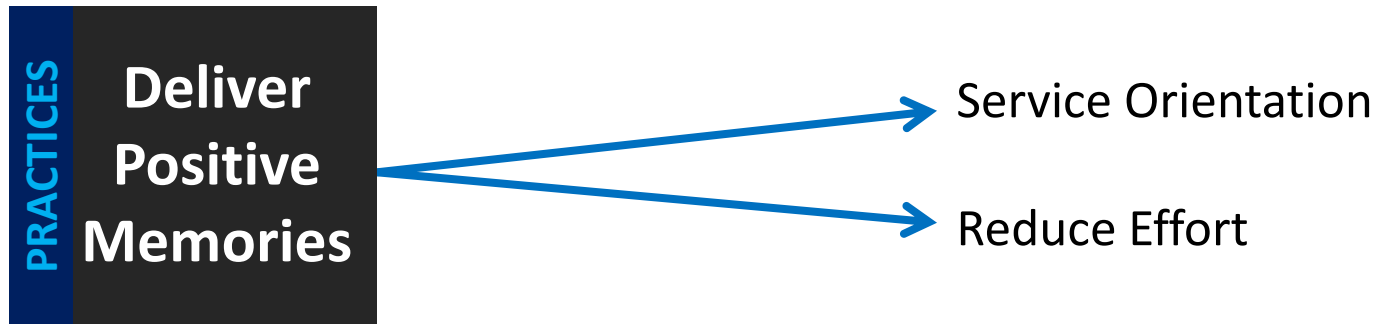
Engaged managers care more, perform better, inspire

Engagement/Passion Practices



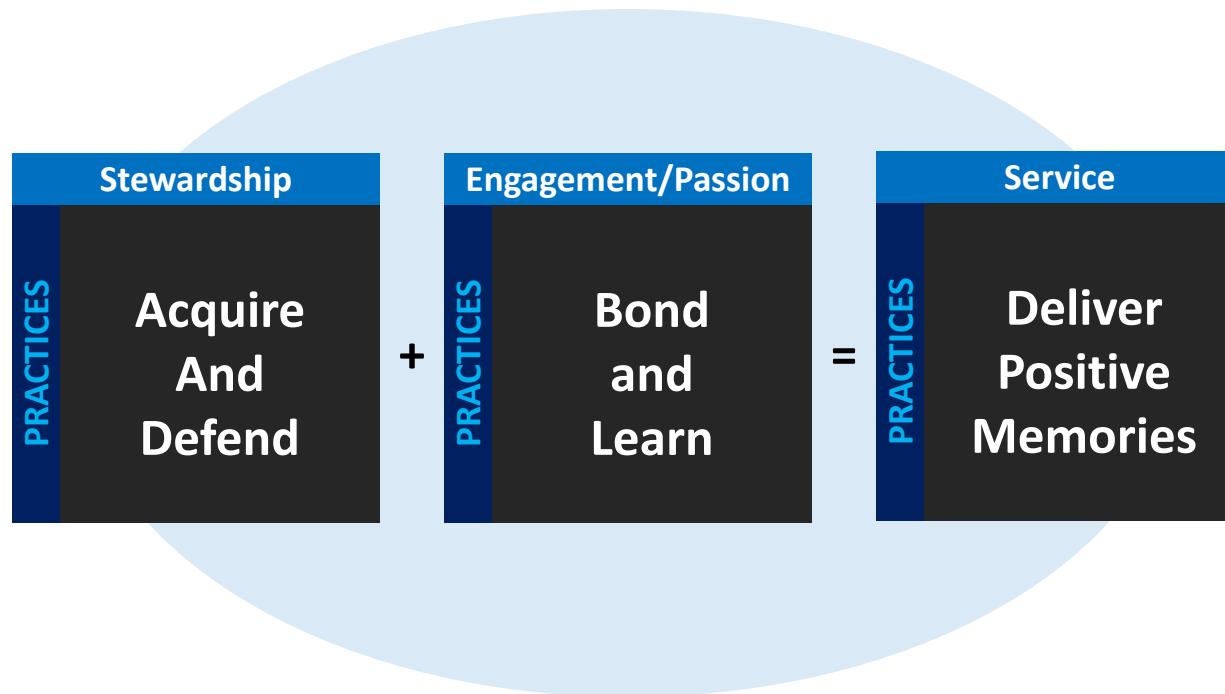
Engaged employees care more, perform better, stay longer

Service Practices

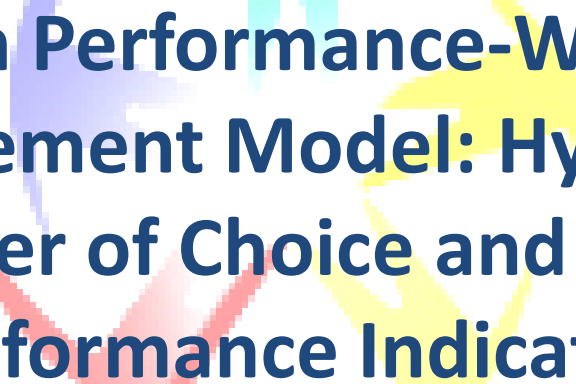


Clients care more, remain loyal, refer others

Performance Excellence

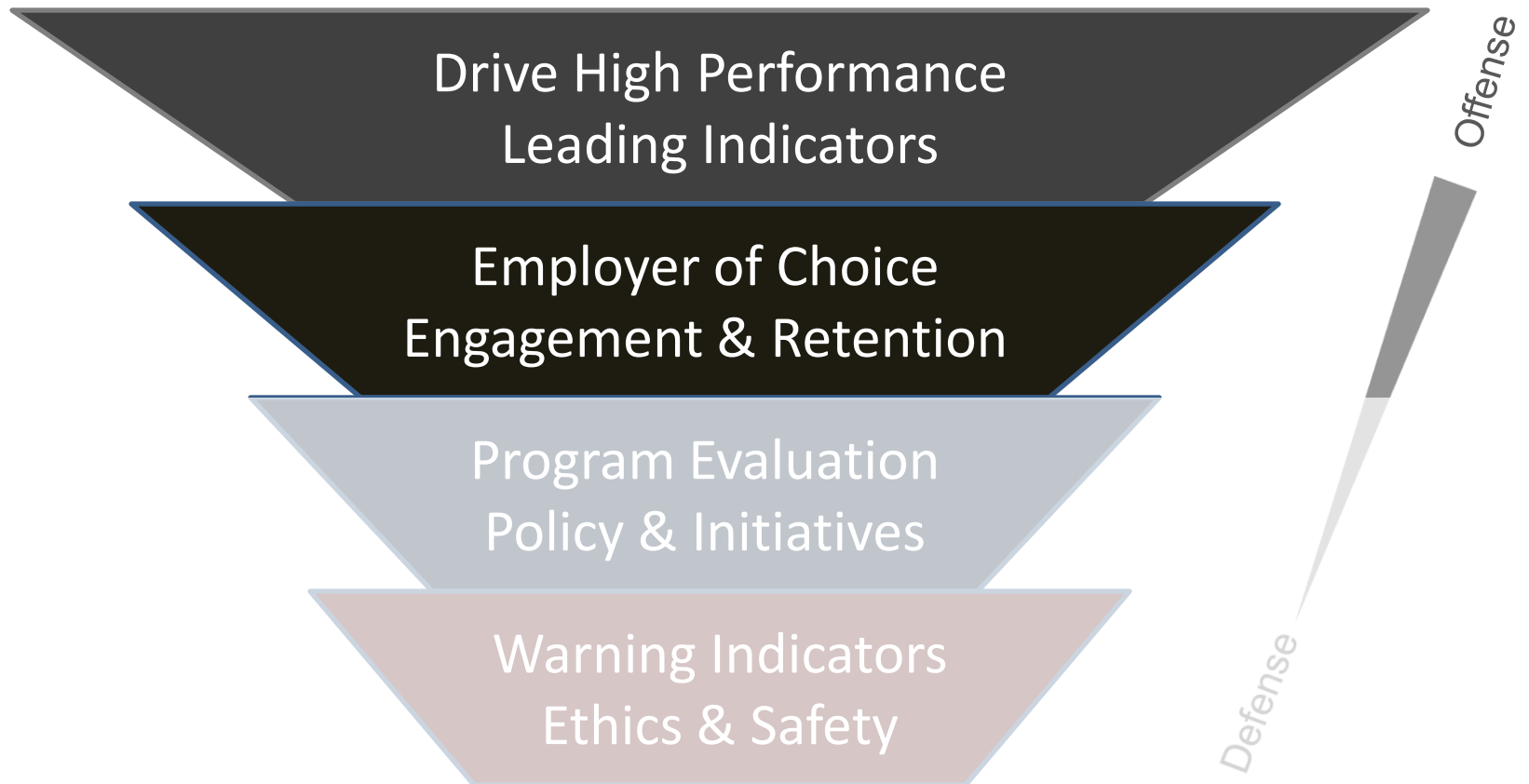


Tracks staff views of product and service quality



**The High Performance-Workplace
Engagement Model: Hybrid of
Employer of Choice and Leading
Performance Indicators**

Why Organizations Survey The Workplace



Hybrid Approach



**Lead indicators of organization results,
illuminate a clear path forward for enhanced success**

Background to Organization**360** Model

- Developed from two streams of historical research:
 - **Workplace Engagement Measure manager & staff commitment and effort**
 - **Performance Excellence: Track staff views of product and service quality**
- Both frameworks have been linked to a host of positive —“outcomes”
- Our working hypotheses:
 - The two frameworks together better predict organizational outcomes than either one alone
 - If true, organizations must optimize on both constructs in order to maximize performance success

Definition of Outcomes

Workplace Engagement Outcome: This is an **end result** or indicator of manager or staff **bonding** and **learning**.

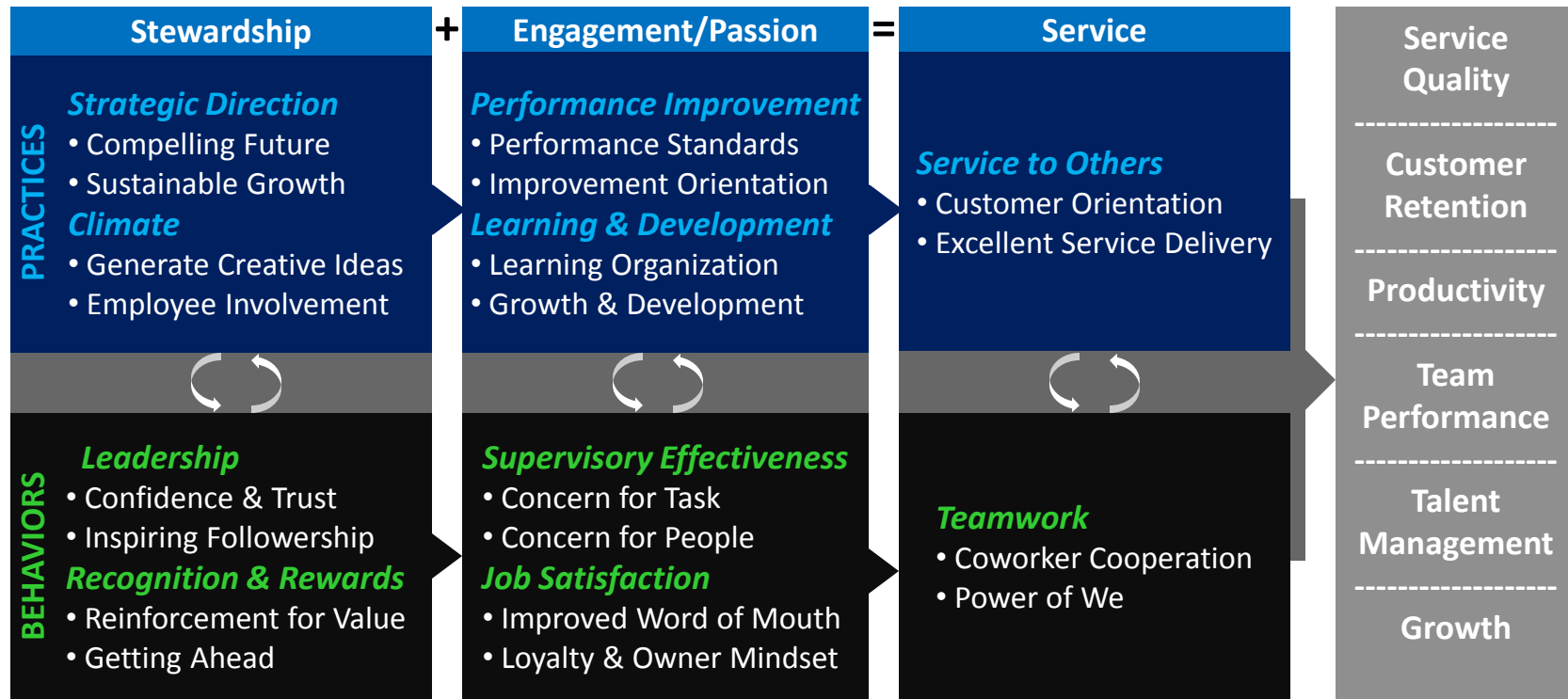
Performance Excellence Outcome: This is an **end result** or indicator of **organizational performance** (production, quality, efficiency).

Organization360 Model

Mutual Goals

Critical Success Factors

Performance Indicators



Measurable by Employee Survey Systems

Measurable by Performance Systems

Organization**360** Key Assumptions

- A high performance organization and workplace engagement are **complementary goals**, and **both** are **necessary for maximizing success**
- Achieving performance excellence and workplace engagement involves **different practices** and **behaviors**
- **Performance excellence** is strengthened through support for customer orientation, quality emphasis, training and employee involvement
- **Workplace engagement** is strengthened as leaders build confidence and trust among staff, display recognition and respect, support growth and development, and match work assignments to abilities and interests
- **Performance excellence** + **workplace engagement** creates a **synergistic effect**, unleashing energy to further drive overall performance

Organization**360** Development Goals

- Link two historical research streams into a robust model
- Highlight the science undergirding the use of employee surveys as leading indicators of organization success
- Provide clients with an better understanding of how to use survey research as a platform for organization effectiveness

Drivers of Workplace Engagement

1. Leadership has communicated a **motivating vision** of the future
2. New ideas and **fresh approaches** are valued
3. Leadership **inspires confidence** in the future
4. Organization **values contribution**
5. Quality and **improvement** are top priorities
6. Supervisor supports **work/life balance**
7. Opportunity to **improve skills**
8. Promising **future for one's self**
9. Excited about **one's work**
10. Dedicated to **delivering value** to those being service

Implication of Employee Surveys

- **Performance Excellence**

- Gaining traction among clients looking beyond employee engagement
- Follow-up focuses on practices and behaviors which are directly actionable
- Correlates with performance, especially customer measures

- **Workplace Engagement**

- Represents path chosen by most Workplace Stars clients
- Follow-up focuses on workplace engagement — “drivers”
- Correlates with performance

Implications (cont'd)

Path to choose?

- Depends on organization strategy
- Both built on solid scientific foundations
- Research proves hybrid approach provides a more powerful, universal predictor of performance than either path alone

Contact Information

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