



# Culture, Engagement and Recognition: Elevating Your Team's Performance

Herb Brown | November 21, 2019



# What we will cover today...

- Culture – Why it matters
- Engagement – The importance to an organization
- Employee Experience – The new mindset
- Generations in the workplace
- Recognition – Why it is import
- Questions



# Culture Matters



# CULTURE

“influences decisions, and decisions make  
or break businesses”

\*Michael Schneider, Welltower

# Cultures That Went Wrong

**Laszlo Block former CHRO of Google:** “Failures of culture have been the single destroyer of value in the last five years”

## What led to the issues \*

- Lack of clear values
- Ethics
- Core principles

\*Inc – interview with Lazlo Bock – published 9/20/2019



# Key Indicator - Turnover

## Turnover is the enemy of growth

- Currently, the average employee length of stay is only 1.5 years\*.
- Employee turnover can cost up to 150% of the employee's salary\*.
- An employee making \$50,000 can cost up to \$75,000 to replace.
- There is a real talent shortage

\*US Department of Labor

\*MIT Sloan Management Review



# Great Cultures Attract Great Talent

People want to work for companies with great cultures

## Good Cultures are Not an Accident

- Good cultures are nurtured and cherished
- Everyone is included valued
- Culture is celebrated



# How Do We Measure Engagement

## Gallup Q12 Survey Questions



Q12. This last year, I have had opportunities at work to learn and grow.  
Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.  
Q09. My associates or fellow employees are committed to doing quality work.  
Q08. The mission or purpose of my company makes me feel my job is important.  
Q07. At work, my opinions seem to count.

Q06. There is someone at work who encourages my development.  
Q05. My supervisor, or someone at work, seems to care about me as a person.  
Q04. In the last seven days, I have received recognition or praise for doing good work.  
Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.  
Q01. I know what is expected of me at work.

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# Dramatic Shifts in the Workplace

**Employee demographics are shifting rapidly**, and millennials will comprise nearly 50% of the nation's workforce by 2020.

**Employees are searching for environments that foster:**

- *A collaborative work environment*
- Managers and senior leaders as *coaches and mentors*
- Professional *growth* opportunities
- *Recognition* from both managers and peers

Lofty titles and salaries are no longer the most attractive elements of an ideal workplace. These days, job seekers are taking a closer look at their personal and professional growth opportunities and asking,

***“What’s the best fit for me?”***

# Engagement and the Shift to Employee Experience



# The Three Levels of Employee Engagement

## Inspired Relationship (Engaged)

They have a heightened emotional connection to their work and are driven by both internal forces and external rewards. At work they:

- Come in early and stay late
- Help coworkers and other departments
- Go above and beyond their job
- Feel a sense of pride in their work

## Professional Relationship (Somewhat Engaged)

They are motivated more by external drivers and are informed, efficient, and reliable. At work they:

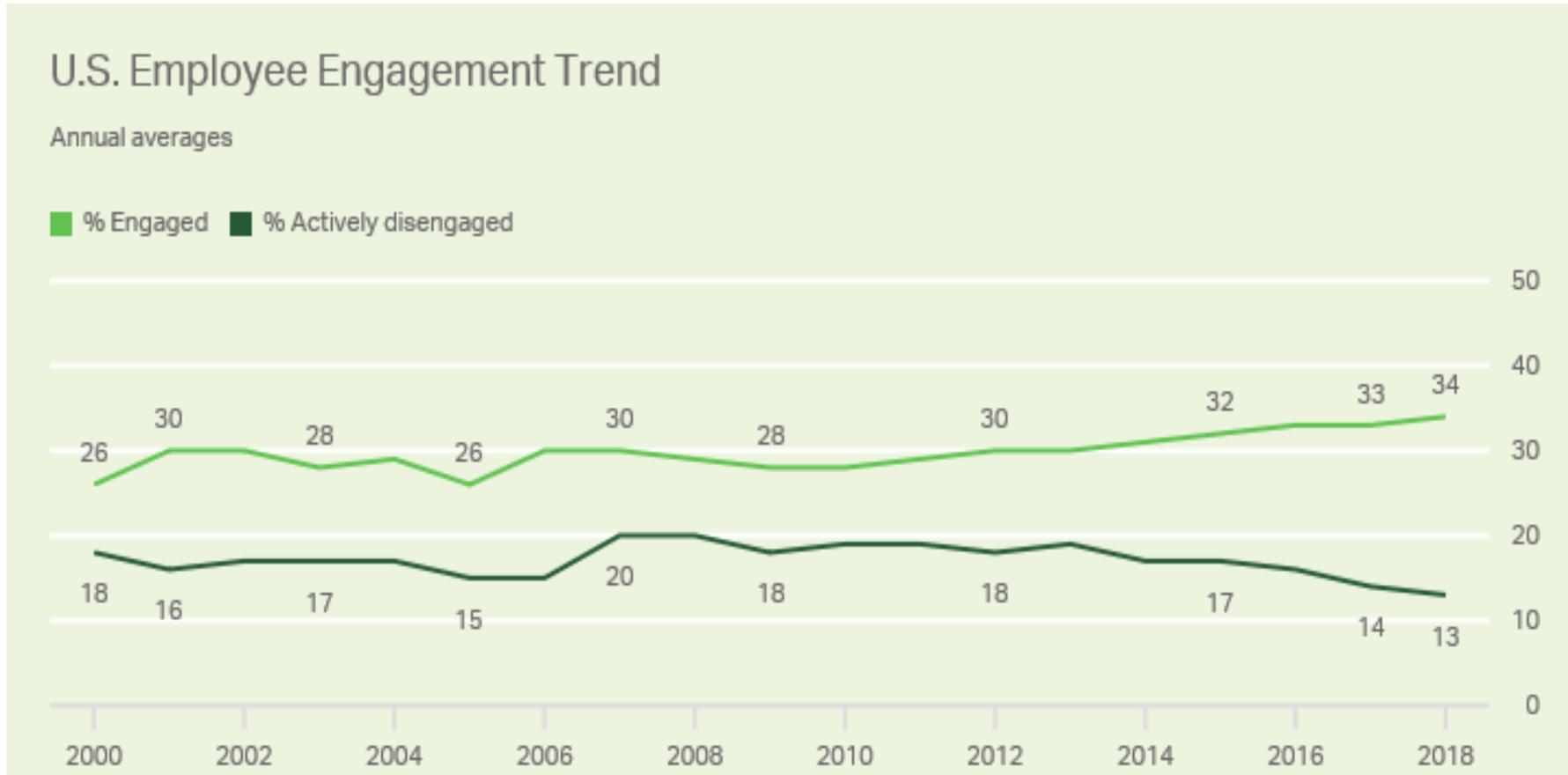
- Start and leave work on time
- Won't go the extra mile
- Shy away from lead roles
- Unlikely to volunteer for assignments

## Destructive Relationship (Disengaged)

They are actively disengaged at work and are not invested in their job. At work they:

- Arrive late and leave early
- Collect a paycheck while complaining
- Focus on problems
- Believe the company does not value them

# Engagement Trends



Source: GALLUP

# Engagement Drives Results

**Companies With Highly Engaged** Employees Grew Revenues **2.5** Times More Than Others\*.

\*Bain and Company



# Employee Experience

**Organizations are shifting focus from engagement to experience, redesigning workplace practices to fit with their people instead of loading up on perks**

- Influences how companies approach culture, technology, and physical environment
- Focuses on continual flow of feedback between leadership and employees
- Lines are blurring between work and life with technology and flexibility and the way the workforce is motivated
- According to SHRM, “experiential” companies have 4x higher profits, 2x average revenues, and 40% lower turnover



# Understanding Generations

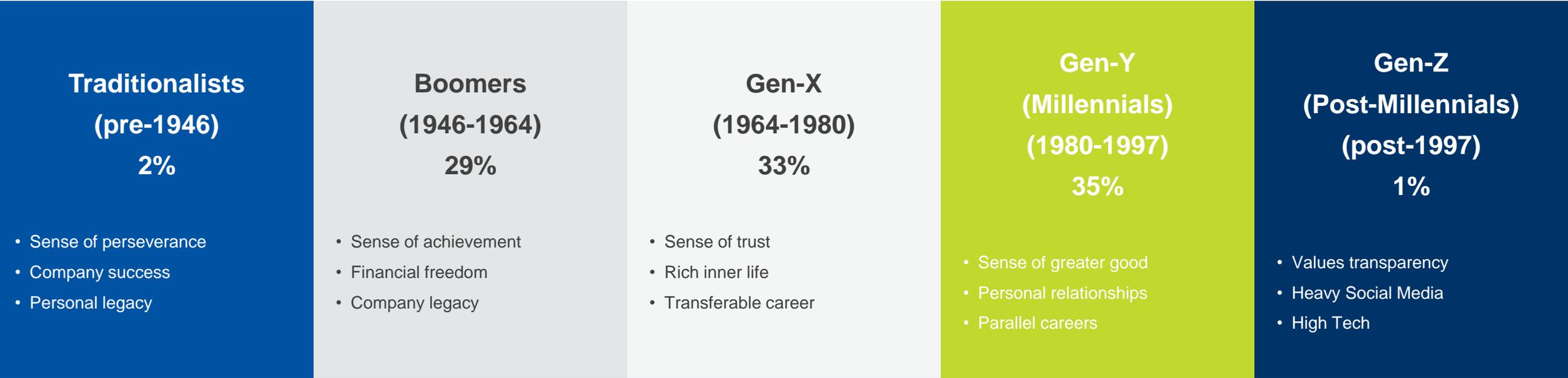


# Multigenerational Workforce

There are five generations of workers in the current workforce. You want to do everything you can to connect with all of them. You can accomplish this by being aware of the top motivators for each generation and tailoring your recognition experience around them.

**Millennials are now the largest cohort of the workforce, making up 35% of all workers.**

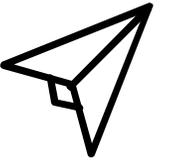
- They are the most diverse and educated generation the world has ever seen
- They are the most socially connected generation the world has ever seen
- They have an average job tenure of 2-3 years





TRENDS 2019

# Preparing for Generation Z



**Generation Z, sometimes referred to as Post-Millennials or Centennials, are entering the workforce**

- Pew Research reports they are the more ethnically diverse, educated, and online generation than any before them
- Job security and work-life balance are top concerns, according to a Universum survey of 47,000 Gen Z workers across 47 countries
- 98% of them use a smart phone and develop their connections via social platforms, making social and mobile access keys to recognition success

# Recognition



The Number One Driver of Employee Engagement Is;

**RECOGNITION**

\*HR Solutions

# Gallup Q12 Survey Q04.

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

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

# Why Recognize?



## 82%

of employed Americans feel their supervisors **don't recognize them enough** for their contributions.



## 40%

say they'd put more energy into their **work if they were recognized more often**



## 31%

of employees **achieved their goals more often** when engaged, happy & satisfied.

1 Harvard Business Review  
2 Wall Street Journal

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**50% of employees**

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believe being thanked by managers not only improved their relationships  
but also built trust with their higher-ups.

\* Cicero Group, The Effect of Performance Recognition on Employee Engagement

# Time for Some Recognition



# Everyday Recognition

## Remember SITES

- **S** = *See*...When you see or hear something worth recognizing...
- **I** = *Inquire*...Ask about the project, how a problem was solved or about some of the obstacles the person or team encountered.
- **T** = *Thank* your colleague for their effort.
- **E** = *Expand*...put into your own words what the effort means.
- **S** = *Share*...don't keep this to yourself. The real benefit comes by sharing the story...

***Make Them the Worst Kept Secrets in Your Organization.\****

\* Gallup August 2018 Podcast



## — The Importance of Achievement Stories... —

The managers role is creating the space for recognition, a safe environment and then letting recognition occur.

"Are we creating these stories, capturing them and communicating them so that they are the worst kept secret around?"

\* Gallup Podcast: August 2018



# QUESTIONS?



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