

# Re: Engage!

How Growth, Recognition and Trust  
Generate Massive Emotional Commitment

## **Tweet This:**

I'm watching @Kruse on Engagement webinar  
sponsored by @eCornell\_online



## I'm NOT:

- HR professional
- PhD in OD
- B-school professor

## Instead, I'm:

- Author of *We*
- Serial entrepreneur
- Winner "Best Place to Work"  
in PA Award



# Get Today's Slides

(3 easy options!)



To: `kevin@KevinKruse.com`  
Subject: Slides please!



Text the word  
**slides** to **41242**

*ep·i·dem·ic*

/,epi'demik/

*A rapid spread, growth, or development*

Remember

**Steven Slater?**

# Steven Slater

## JetBlue Flight Attendant

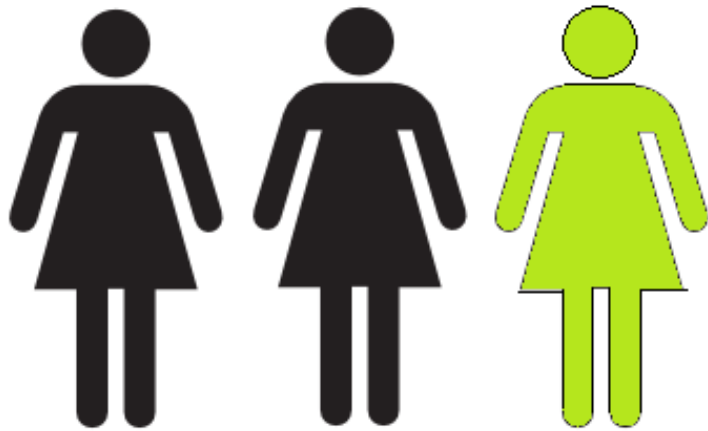


*Felon? Or **working class hero?***

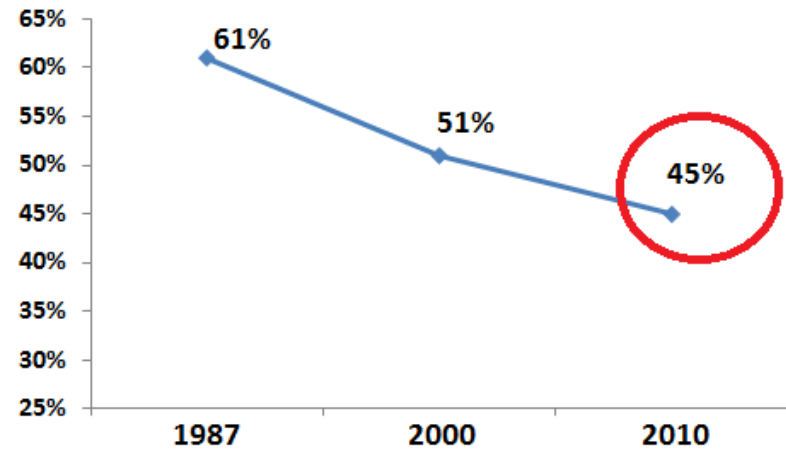
Top 10 Twitter

182,000 FB fans





Fewer than  
**1 in 3**  
are engaged



Only **45%**  
are even  
“satisfied” at work

**Job satisfaction is at an  
ALL-TIME LOW**



*You don't like  
your job?*

**Drew Carey**

*“What **is** engagement,  
anyway?”*

pride  
satisfaction  
advocacy  
retention  
+  

---

ENGAGEMENT

*“Engaged employees **care** more,  
**perform** better, and **stay** longer.”*

↑ Engagement → ↑ **Discretionary Effort**

**Epidemic of**  
**low engagement**  
**is a**  
**CRISIS**

“Boost *shareholder value!*”

# Campbell's Soup in 2000

- Sales were declining
- Lost 54% of market value in 1 year
- Engagement scores the worst of any Fortune 500 ever polled



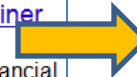
Google Search on 5/19/2011

The screenshot shows a Google search interface with the query "boost shareholder value" in the search bar. The search results are displayed in a list format. On the left side, there is a navigation menu with options like "Everything", "Images", "Videos", "News", "Shopping", and "More". The "News" option is highlighted. Below the navigation menu, there are sections for "Top Stories", "All news", "Images", "Blogs", "Any time", "Past hour", "Past 24 hours", "Past week", "Past month", and "2008-2009 2007". The search results list includes:

- Iron Mountain to sell digital assets for \$380M**  
Boston Herald - 3 days ago  
By Herald Staff Iron Mountain Inc. will unload certain digital assets for \$380 million part of a broad effort to **boost shareholder value**. ...
- Ursa Major Minerals seeks strategic options for Toronto-based miner**  
Winnipeg Free Press - May 9, 2011  
... formed a special committee of the board to evaluate the strategic and financial alternatives available to the nickel company to **boost shareholder value**. ...  
TSE:UMJ
- Asia is not the problem, HSBC boss tells his shareholders**  
CFO World UK - 5 hours ago  
The bank recently revealed some detail of a cost cutting drive that will aim to save some £2.1 billion and **boost shareholder value** going forward. ...
- Chemtrade To Boost Core Business With Marsulex Acquisition**  
Wall Street Journal - Carolyn King - May 5, 2011  
... a supplier of sulphur-based industrial and water treatment chemicals and services



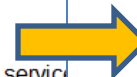
*"...sell assets..."*



*"...seeks strategic options..."*



*"...cost cutting..."*



*"...acquisition..."*

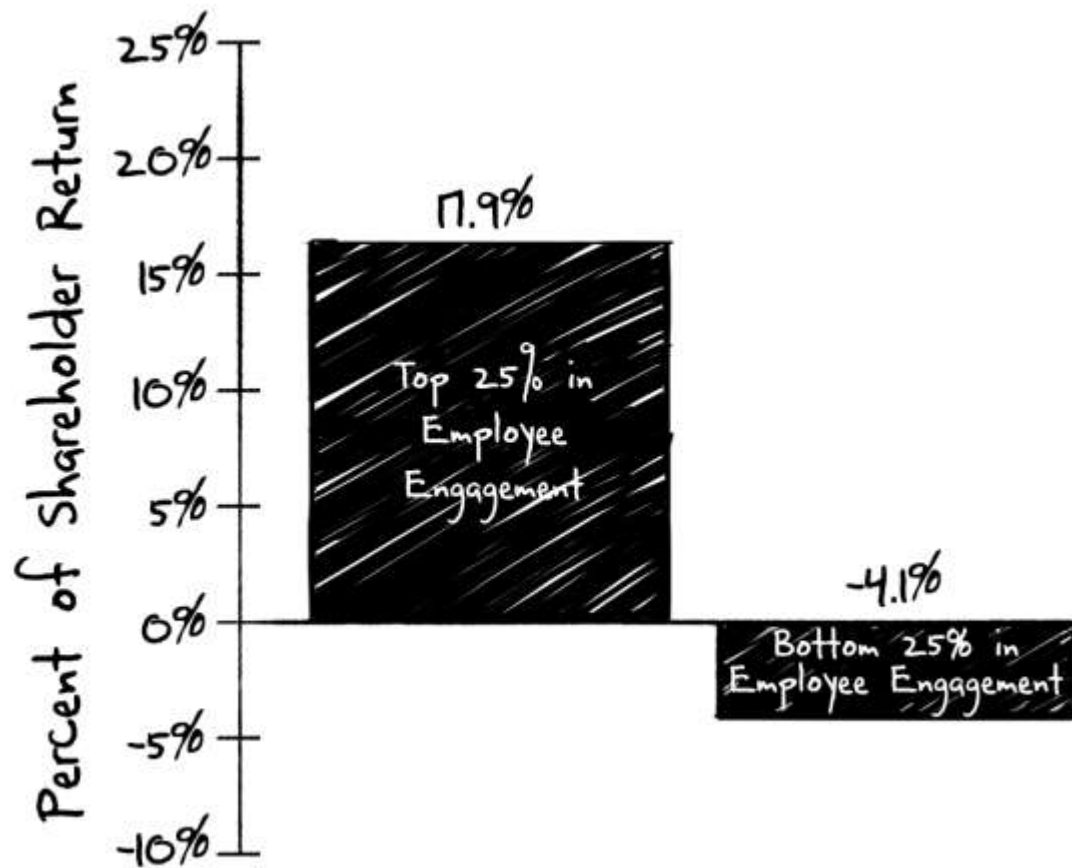
# **Doug Conant** hired as CEO

*“To win in the marketplace...you must first win in the workplace. I'm obsessed with keeping employee engagement front and center.”*





# Service-Profit Chain





# By 2009, Campbell's

- **23:1** engaged to disengaged ratio
- **TSR 30%+** compared to S&P -10%

*“Profits drop when  
**your spouse**  
kicks the dog.”*

# Spillover & Crossover



# Poll

My boss gives me the information I need.

1. No, never
2. Seldom
3. Yes, sometimes
4. Yes, often

# Increased risk for **heart attacks**



Source: Nyberg, Alfredsson, Theorell, Westerlund, Vahtera, Kivimaki. "Managerial Leadership and Ischemic Heart..."

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## Activity: Is Your Boss Killing You?

Rate your boss using the five questions below, indicating how often each item occurs (from 1 = no never to 4 = yes often), then click Submit.

|                                                                                                                | No<br>Never<br>1      | No<br>Seldom<br>2     | Yes<br>Sometimes<br>3 | Yes<br>Often<br>4     |
|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. My boss gives me the information I need.                                                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. My boss is good at pushing through and carrying out changes.                                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. My boss explains goals for our work so that I understand what they mean for my particular part of the task. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. I have sufficient power in relation to my responsibilities.                                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. I am praised by my boss if I have done something good.                                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

# *Is Your Boss Killing You?*

[www.WeTheBook.com](http://www.WeTheBook.com)

Source: Nyberg, Alfredsson, Theorell, Westerlund, Vahtera, Kivimaki. "Managerial Leadership and Ischemic Heart..."

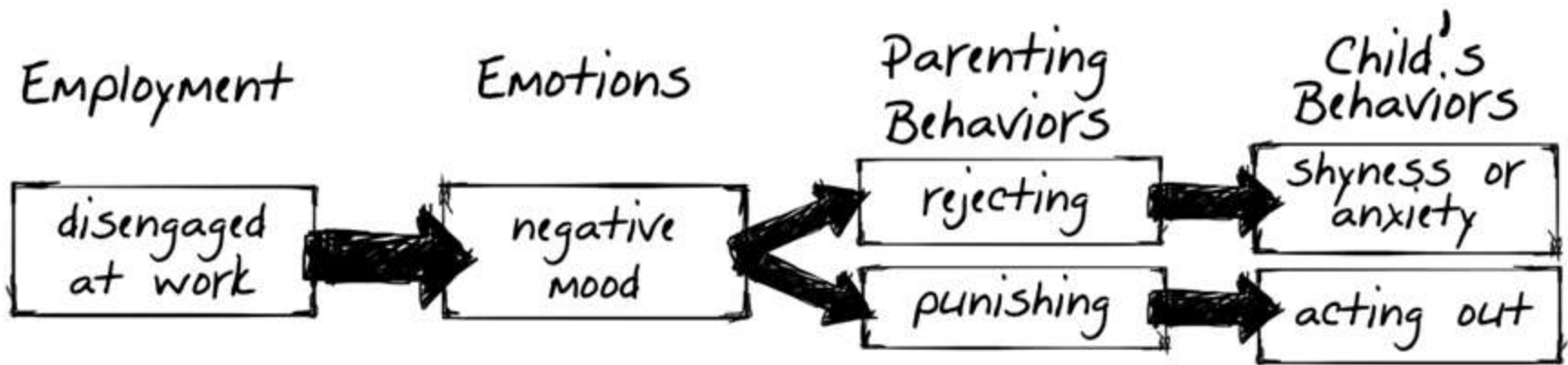
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# Children misbehave



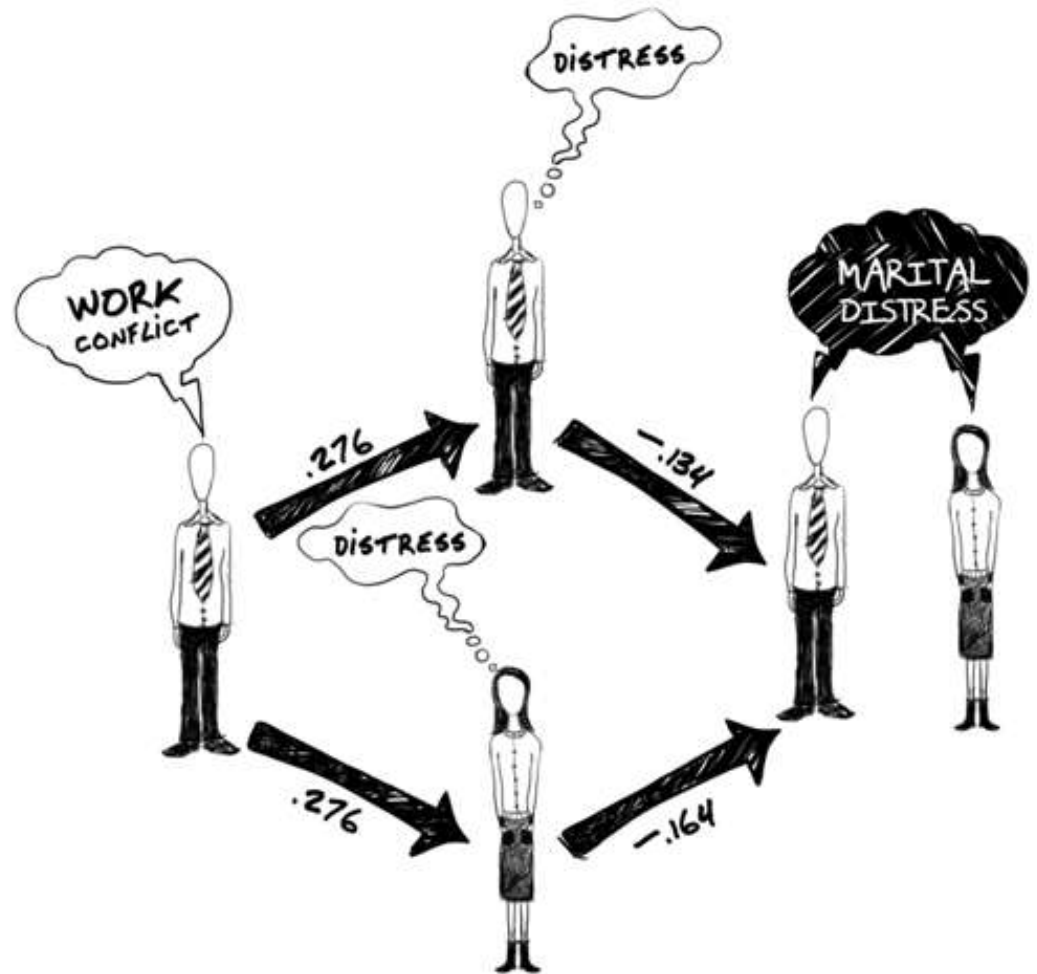
Source: Stewart, Barling. "Fathers' Work Experiences Effect Children's Behaviors via Job-related Affect and Parenting..."

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Source: Stewart, Barling. "Fathers' Work Experiences Effect Children's Behaviors via Job-related Affect and Parenting..."

# You have less sex!



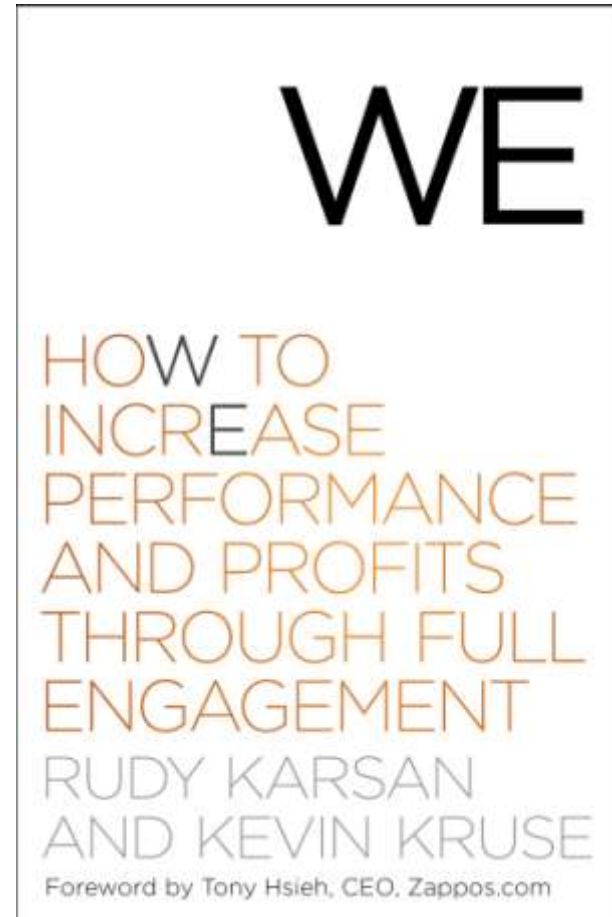
Source: Matthews, Konger, Wickrama. "Work-Family Conflict and Marital Quality: Mediating Processes"

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So what's the answer?

**How** *can we engage our  
team members?*

Surveys of  
**10 million**  
workers in  
**150**  
countries



# Growth

*Growth itself contains the  
germ of happiness.*  
– Pearl Buck



# 5

*things leaders can do to drive*

## ***growth & development***

1. Hold one-on-one meetings with team members to specifically talk about their career goals over the next 3 – 5 years
2. What knowledge, skills, experiences, relationships do they need in order to reach those goals?
3. Help them to identify ways to close the gaps
4. Remember! Learning & development doesn't always have to be a formal event or cost money
  - Think about mentorships, job rotations, developmental projects, lunch and learns, conference share-outs, books, etc.
5. Continue “career pathing” meetings on a quarterly basis to track progress

# Recognition



# 5 *things leaders can do to drive* ***recognition & appreciation***

1. Show appreciation readily, but make sure it is deserved
2. Don't just say it or use email! Written notes are a lost art—highly valued.
3. Offer recognition in public or to your boss (or their boss)
4. Use 3 part “thank you”:
  - Express thanks
  - Specifically mention the behavior you are grateful for
  - Explain what it means to the company and/or how it aligns with company value strategic priorities, etc.
5. Ask people their opinion; get them involved

# Trust

*Trust is the essence of leadership.*

*It is the job of leaders to eliminate uncertainty.*  
– Colin Powell





*They lied to us!*



*We were lied to!*



*Daddy, you lied!*

# Leaders Turn into “**Liars**” when they...

1) ...become **actors**.

*I must always be positive!*

2) ...become **paternalistic**.

*Employees can't handle the truth!*

3) ...become **non-confrontational**.

*Let's have HR break the news.*

# 5 *things leaders can do to drive* ***trust & confidence***

1. Your words and deeds must match
2. Be transparent: share the bad news along with the good news
3. When you make a mistake, acknowledge it
4. Never say anything about a person you wouldn't say to their face
5. Focus on the BHAG, the strategic plan

# “GR<sup>e</sup>AT” Leaders

focus on

Growth, Recognition And Trust



# It's time to Re-Engage

*It starts with attention and time;  
you don't need a budget!*

## Starbucks lost it's way


*Over-expansion...strayed from coffee experience...coffee taste ranked #3...*



Howard  
Schultz  
**closed**  
**7,000**  
**stores,**  
at the same  
time!

We will be closed Tuesday, February 26 from  
5:30 p.m. to 9:00 p.m.

We're always striving for perfection and look forward  
to serving you a truly exceptional espresso beverage  
when we reopen at 5 AM on Feb 27th

  
Store Manager



**1:** They **learned** how to make the perfect espresso. [**G**]

**2:** *“**You** decide whether or not it is good enough, and **you** have my complete support , my faith and belief in **you**.”* [**R**]

**3:** *“...to inspire and nurture the human spirit – one person, **one cup** and one neighborhood at a time.”* [**T**]



# *It's time to **Re-Engage!***

- 1) **Reinvest** in learning [G]
- 2) **Redouble** your recognition [R]
- 3) **Recommit** to the future [T]

**WHY,  
NOT  
HOW**

*The*  
*“why don’t leaders lead?”*  
*problem.*

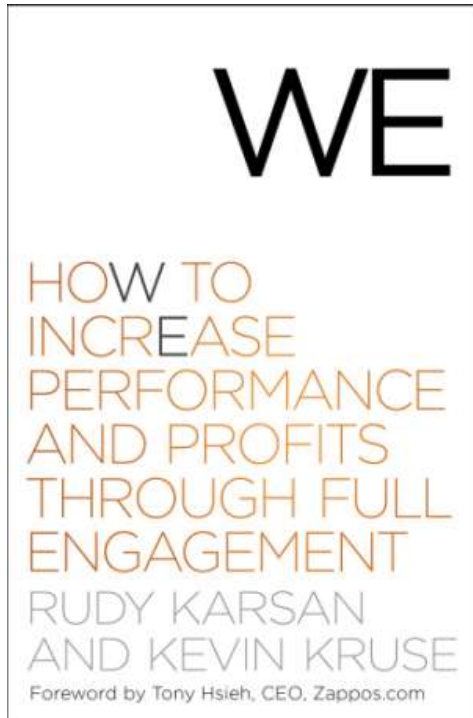
*(i.e., the knowing doing gap)*



*Eat less,  
exercise more,  
blah blah blah...*

# Anchor the **WHY** of Leadership





**The New York Times**  
**Bestseller**

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