



Irresistible Engagement: A New path forward in employee engagement

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American organizations are losing

\$300B

worth of **productivity annually**
due to disengaged employees¹

Over



in



Millennials rated **employee treatment**
as the most important value an organization should
follow if it wishes to have long-term success.²

Organizations with engaged
workers have employees who are:



**more
effective**

than organizations with low
engagement.⁵



**less likely to
leave**

Performance

Work output in the top 25
percent of employee
engagement were

3.4x

**more effective
financially** than the units in
the bottom half of both measures⁴

Growth

Organizations with highly
engaged employees had an
**average 3 year
revenue growth**



2.3x

greater than average.³

Gioia, A.C., and Sforzi, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia Social and Behavioral Science*.

The 2016 Deloitte Millennial Survey: Winning Over the Next Generation of Leaders

Schaufenbuel, K. (2013). Powering your bottom line through employee engagement. *UNC Kenan-Flagler Business School*.

Engage for Success (2012). The Evidence.

100+ Staff in Schaufenbuel, K. (2013). Powering your bottom line through employee engagement. *UNC Kenan-Flagler Business School*.

Making a “Simply Irresistible” Workplace

Meaningful Work



Supportive Management



Positive Work Environment



Growth Opportunity



Trust In Leadership



Autonomy

Clear and transparent goals

Flexible work environment

Training, development, and support on the job

Mission and Purpose focused

Role assigned based on fit

Coaching and collaborative feedback

Humane workplace

Facilitated succession planning and talent mobility

Continuous investment in people

Small, empowered teams

Investment in development of managers

Culture of recognition

Self-directed, dynamic learning

Transparency and honesty

Work-life fit

Frequent and consistent performance management

Fair, inclusive, diverse work environment

High-impact learning culture

Inspiration and clear vision of the future



Cross-organization collaboration and communication



Making a “Simply Irresistible” Workplace

Leaders need to think, act, and react differently to make their organizations succeed in a digital world

Cognitive transformation (THINK differently)	Behavioral transformation (ACT differently)	Emotional transformation (REACT differently)
Conceptualizing possibilities in a virtual world	Adapting to constantly shifting power and influence	Tolerating an environment of risk and ambiguity
Handling ever-increasing cognitive complexity	Collaborating with ease across many different teams	Showing resilience in the face of constant change
Thinking divergently about new ways of doing things	Valuing the contribution of new work partners and different interest groups	Being brave in challenging how things are being done
Making decisions quickly without all of the information	Investing huge amounts of energy into getting things right; try, fail, try again	Having the confidence to take the lead in driving change

The New Rules for the Employee Experience

- No longer is leadership limited to a traditional organizational hierarchy and its moving to be more holistic and employee-centric.
- Programs such as leadership development, performance management, workplace design, and rewards now fall into the domain of the integrated employee experience.

New rules

Leaders are assessed early in their careers for agility, creativity, and ability to lead and connect teams

Leaders are identified early and given early, outsized responsibility to test and develop their leadership skills

Leaders are expected to innovate, collaborate, and use client teams, crowdsourcing, and hackathons to find new solutions

Leadership development focuses on culture, context, knowledge-sharing, risk-taking, and exposure to others

Leaders are assessed and developed based on thinking patterns and problem-solving ability

Leaders are developed through simulation, problem solving, and real-world projects

Leaders are assessed and trained to understand unconscious bias, inclusion, and diversity in their role

Leadership is considered a role that all play; everyone has opportunities to become a leader

Leaders lead teams, projects, and networks of teams



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