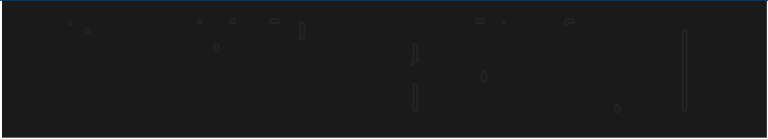




SAFESTART

HUMAN FACTORS

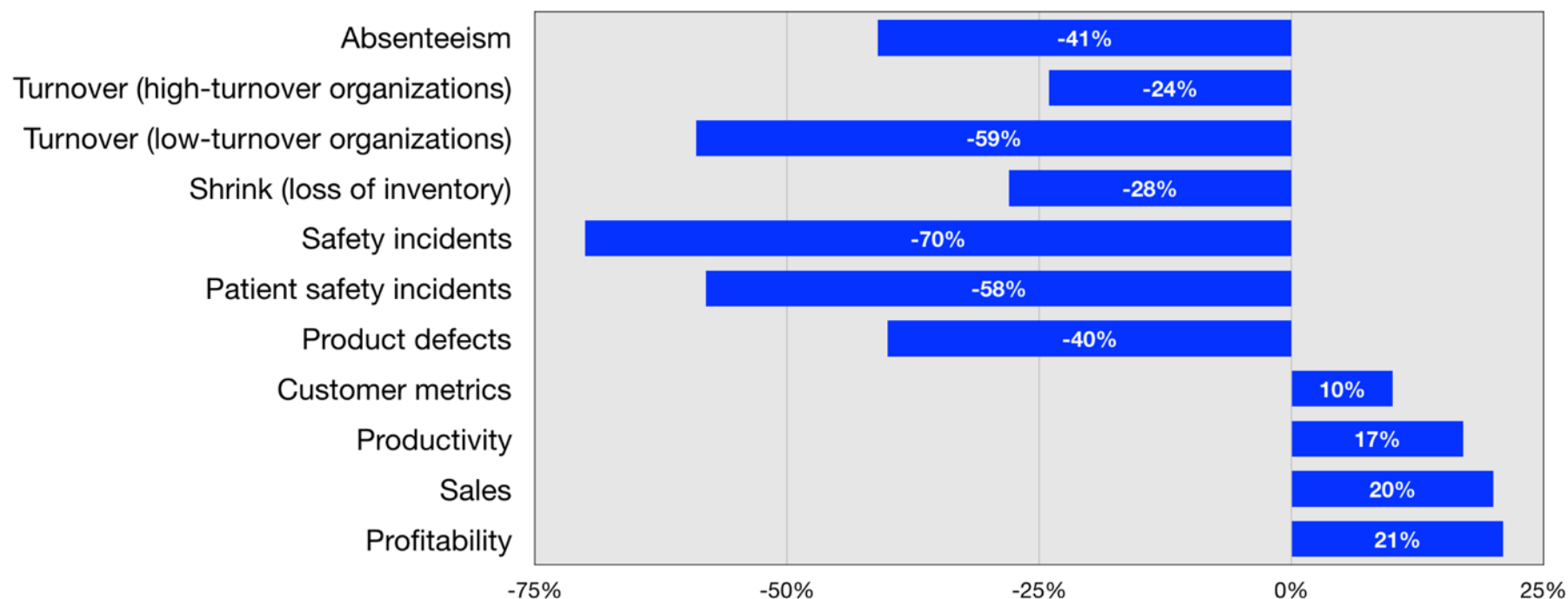


RODD WAGNER
BESTSELLING AUTHOR
EXECUTIVE ADVISOR
SAFESTART

The Myths of Employee Engagement

Engagement Effects on Key Business Outcomes

Differences between top-quartile and bottom-quartile workgroups

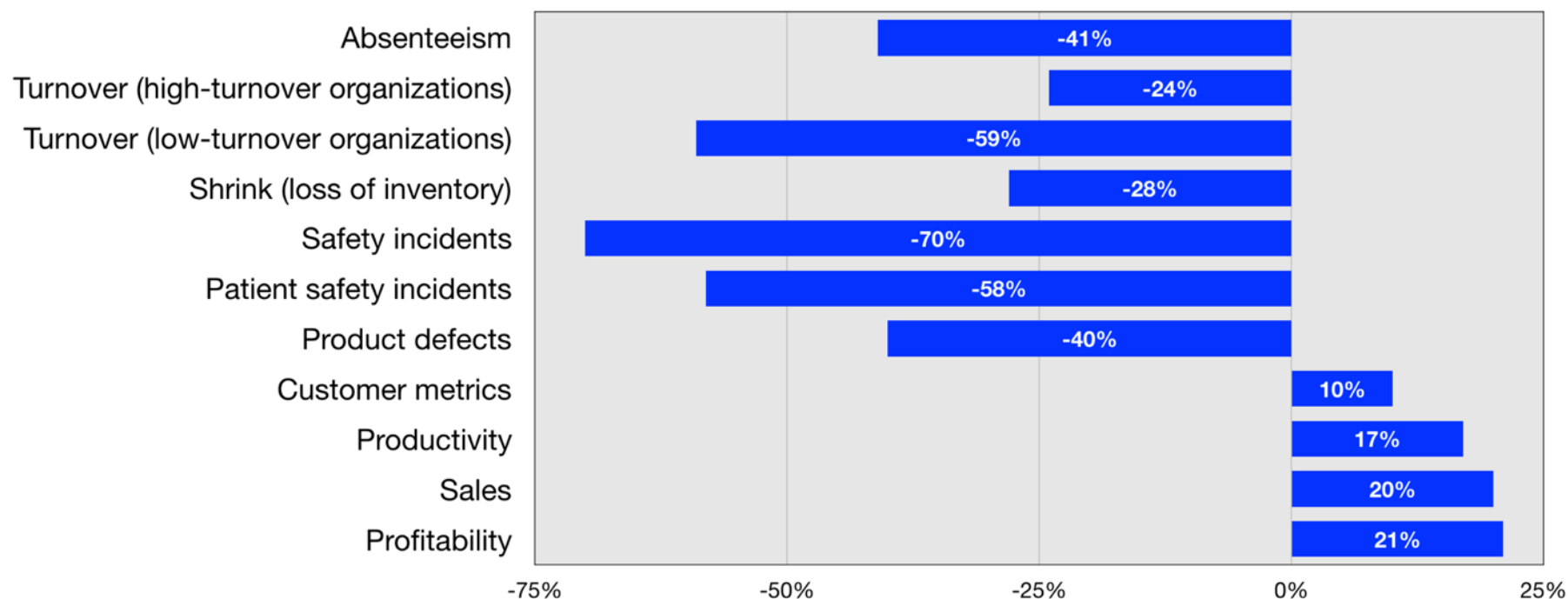


Source: "Moneyball for Business: Employee Engagement Meta-Analysis" by Jim Harter. Gallup.com, May 31, 2016.



Engagement Effects on Key Business Outcomes

Differences between top-quartile and bottom-quartile workgroups



Source: "Moneyball for Business: Employee Engagement Meta-Analysis" by Jim Harter. Gallup.com, May 31, 2016.

MYTH
01

Engagement is in 'crisis'

“The world has an employee engagement crisis, with serious and potentially lasting repercussions for the global economy. . . . According to Gallup Daily tracking, 32% of employees in the U.S. are engaged -- meaning they are involved in, enthusiastic about and committed to their work and workplace.”

“The Worldwide Employee Engagement Crisis”

Annamarie Mann and Jim Harter

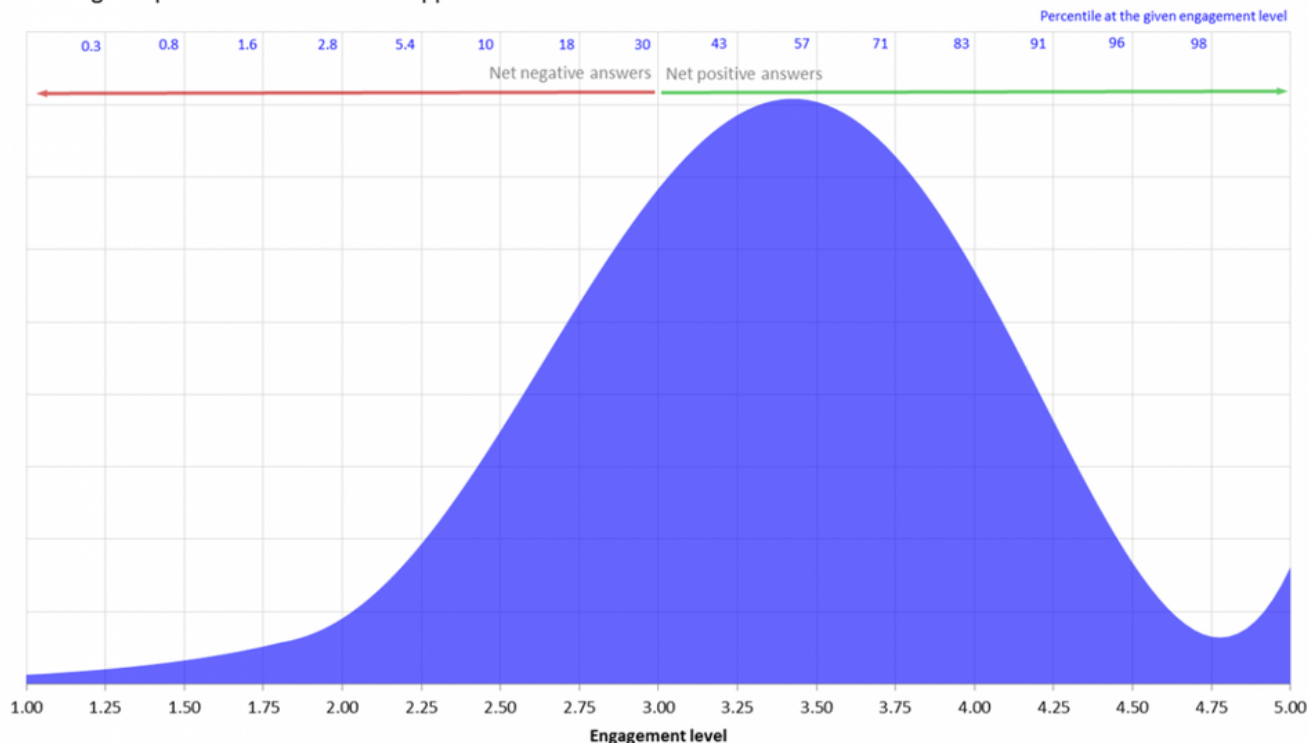
Gallup.com, 7 January 2016

MYTH
01

Engagement is in 'crisis'

Employee Engagement in the United States

Average responses to the 36 WorkHappier ProfileSM statements



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MYTH
02

Engagement is not happiness

“Engaged employees are happy employees,” someone recently had the misfortune of saying in front of me at a meeting. Why does this seemingly harmless statement make my ears ring and my mouth twitch? Because it’s not true. . . .

“There’s no proof that happy employees will do anything great for your company.”

“Employee Engagement Doesn’t
Equal Employee Happiness”

Maren Hogan

Forbes.com, 20 May 2014

MYTH
02

Engagement is not happiness

How Happy Are You
at Work?



MYTH
02

Engagement is not happiness

How Happy Are You
at Work?



Analyze My Smile

MYTH
02

Engagement is not happiness

How Happy Are You
at Work?



Analyze My Smile

MYTH
02

Engagement is not happiness

Happiness vs.

.78

Individualization

Fearlessness

Compensation

Work-life balance

Cool place to work

Transparency

Meaning

Future

Recognition

Teamwork

Chances to lead

Achievement

MYTH
02

Engagement is not happiness

“Someone can be happy at work, but not ‘engaged. They might be happy because they are lazy and it’s a job with not much to do. They might be happy talking to all their work-friends and enjoying the free cafeteria food. They might be happy to have a free company car. They might just be a happy person. But just because they’re happy doesn’t mean they are working hard on behalf of the company. They can be happy and unproductive.”

“The Difference Between Happiness and Engagement at Work”

Kevin Kruse

Forbes.com, 21 December 2012

MYTH
02

Engagement is not happiness

“If you’re measuring the effectiveness of your culture by your workforce’s ‘satisfaction,’ you’re doing it all wrong. . . . Fortune 1000 executives often come up to me and say, ‘Our company culture is robust—our employees have an 85 percent satisfaction rate.’ Good for you. You have ruined your workplace. Ask any employee, ‘What will satisfy you?’ and the answer is easy: free lunches, more vacation time, latte machines—and don’t forget a ping pong table.”

“Employee Satisfaction Doesn’t Matter”

Jim Clifton (*The Chairman’s Blog*)

Gallup.com, 5 June 2014

MYTH
02

Engagement is not happiness

Q00. *Overall satisfaction.* The first item on the survey measures affective satisfaction on a scale from “extremely dissatisfied” to “extremely satisfied.” It is an attitudinal outcome or direct measure of how people feel about their organization. Given it is a direct measure of affective satisfaction, on its own, it is difficult to act on the results of this item. Other issues, like those measured in the following 12 items, explain why people are satisfied and why they become engaged and affect outcomes.

MYTH
02

Engagement is not happiness

Quantitative analyses of survey data included descriptive statistics, factor analyses, discriminant analyses, criterion-related validity analyses, reliability analyses, regression analyses, and other correlational analyses. Gallup scientists continued to study the core concepts that differentiated successful from less successful work units and the expressions that best captured those concepts. In 1997, the criterion-related studies were combined into a meta-analysis to study the relationship of employee satisfaction and engagement (as measured by Q^{12}) to business or work unit profitability, productivity, employee retention, and customer satisfaction/loyalty across 1,135 business/work units (Harter & Creglow, 1997). Meta-analysis also enabled researchers to study the generalizability of the relationship between engagement and outcomes. Results of this confirmatory analysis revealed substantial criterion-related validity for each of the Q^{12} items.

MYTH
03

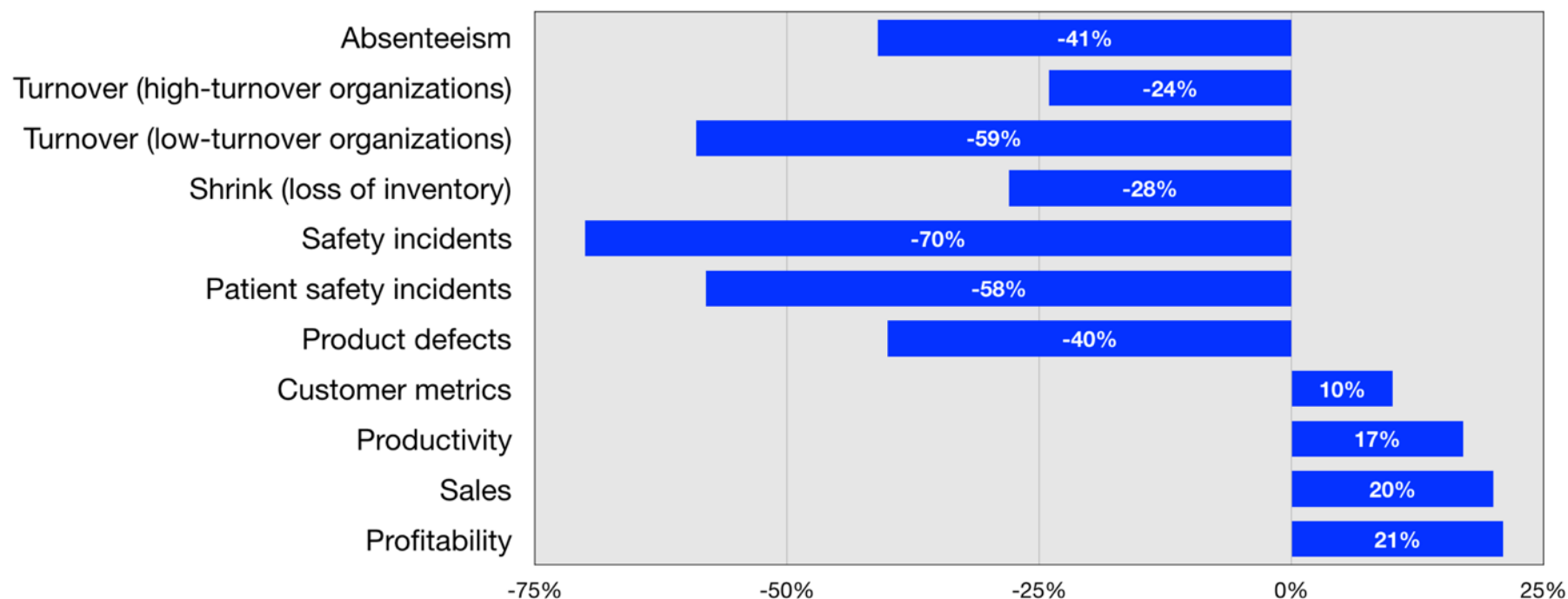
The 'disengaged' give bad customer service

“Disengaged employees' negative emotions rub off on the customer. Disengaged employees disengage customers by appearing uncaring and apathetic. . . . Because they don't really care about the job they're doing, disengaged employees are dismissive at best and downright rude at worst when responding to customer problems.”

“How Poor Employee Engagement
Creates Disengaged Customers”
PeopleMetrics blog, 5 May 2011

Engagement Effects on Key Business Outcomes

Differences between top-quartile and bottom-quartile workgroups



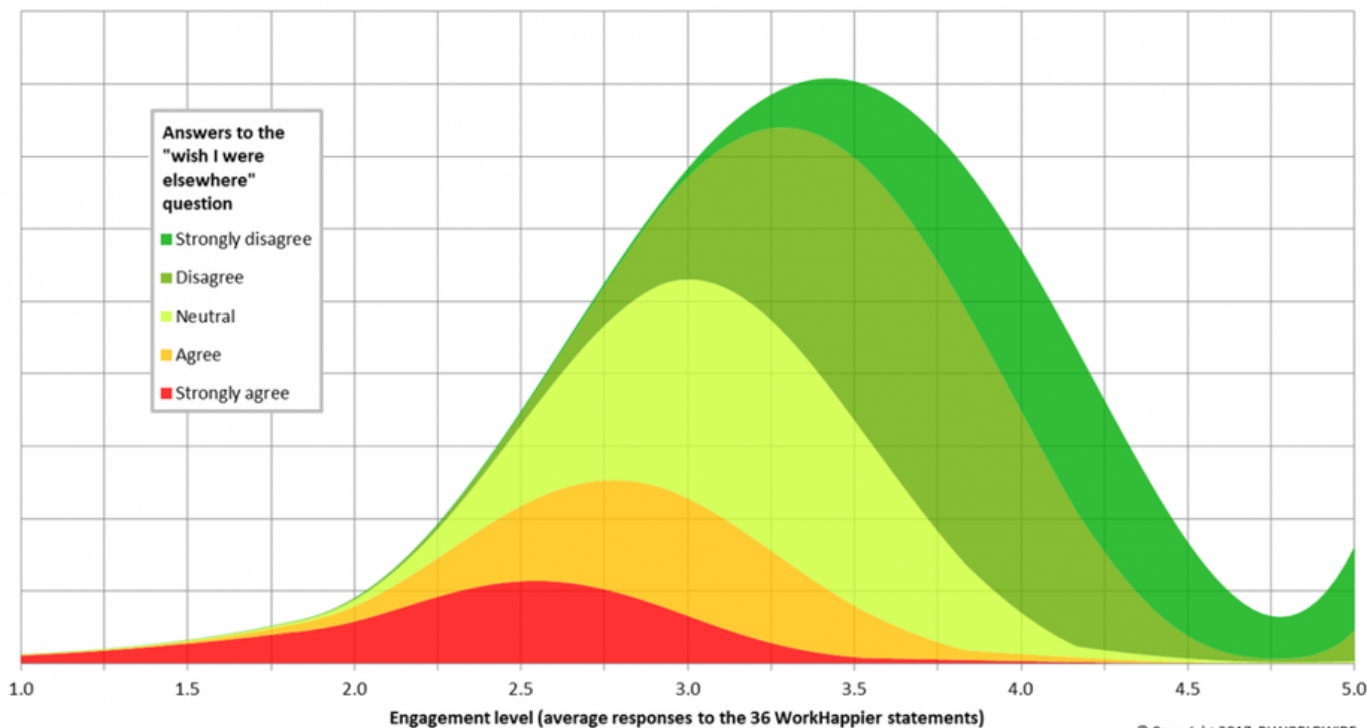
Source: "Moneyball for Business: Employee Engagement Meta-Analysis" by Jim Harter. Gallup.com, May 31, 2016.

MYTH
03

The 'disengaged' give bad customer service

Employee Engagement Relative to Wanting to Be Elsewhere

Employee reactions to "I wish I were working somewhere else."



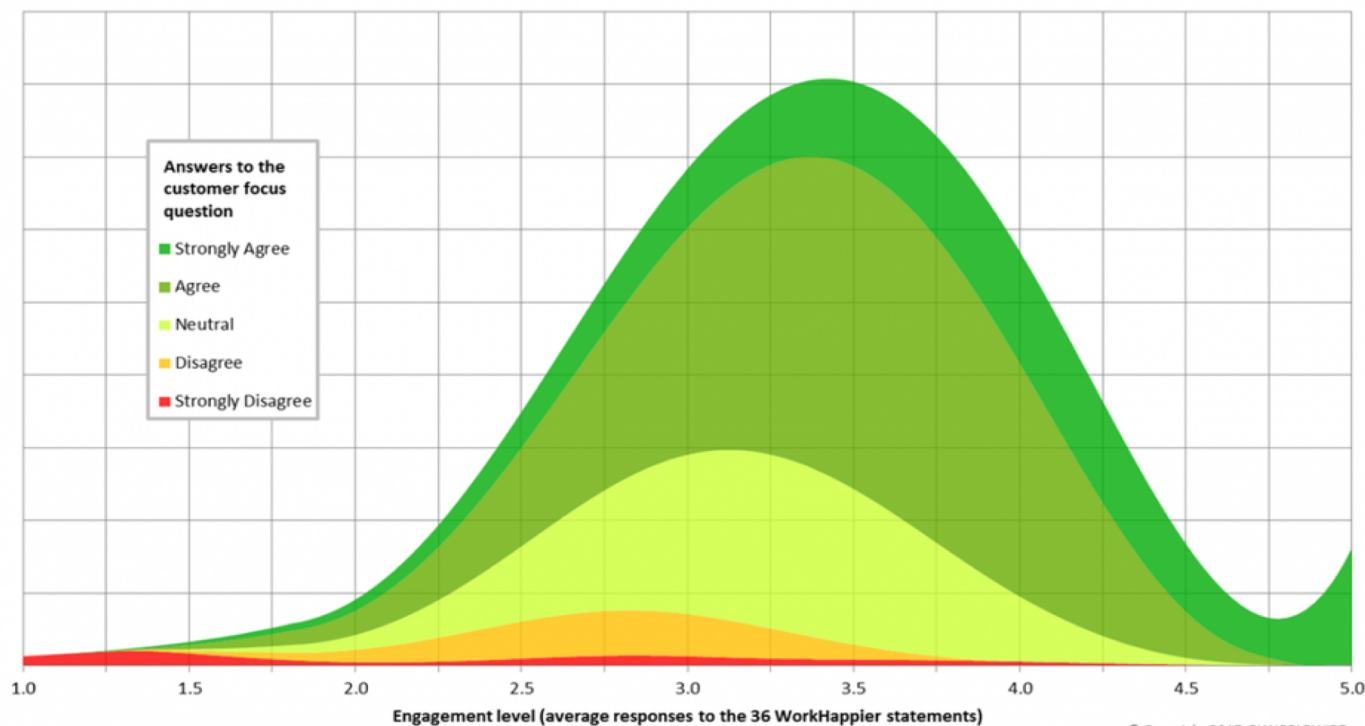
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MYTH
03

The 'disengaged' give bad customer service

Employee Engagement Relative to Customer Focus

Employee reactions to "I am willing to work especially hard for my organization's customers."



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MYTH
03

The 'disengaged' give bad customer service

Why this is a myth?

- Attitudes are usually less contagious that you might think.
- Customers are often a source of badly needed recognition.
- Most employees have a sense of professionalism.
- Most don't want to get fired before they quit.

MYTH
04

‘Managers trump companies’

“Employees don’t put their faith in the myth of ‘great companies’ or ‘great leaders.’ For employees, there are only managers: great ones, poor ones, and many in between.”

First, Break All the Rules

Marcus Buckingham and Curt Coffman

MYTH
04

'Managers trump companies'

Forbes

Billionaires

Innovation

Leadership

Money

Business

Small Business

Lifestyle

BrandVoice

Lists

Advisor

Featured

Finally, Evidence That CEO Character Hits The Bottom Line

**Rodd Wagner** Contributor

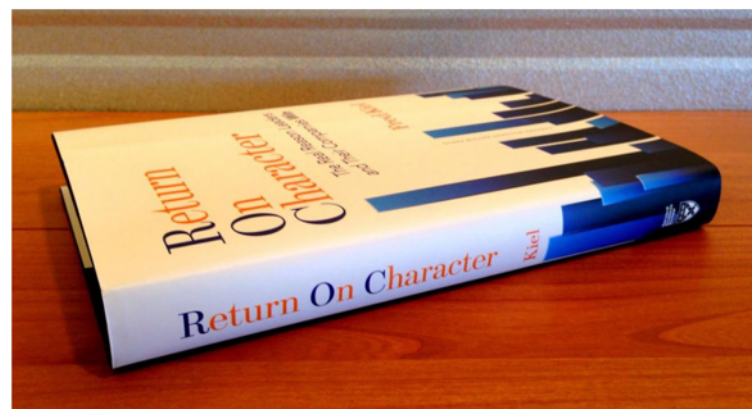
Leadership Strategy

I report and comment on the unwritten social contract at work.

One of the first clues that Dr. Fred Kiel was dealing with a “self-focused” CEO was the lack of available space remaining on the executive’s “me wall.”

“You walked into his office and there was no room on any wall for another picture of him and somebody famous,” said Kiel in an interview earlier this month.

In their conversation, Tom (not his real name) tried to convince Kiel that his company was on a sound footing and that he was a wonderful leader.



No one doubts there are differences in CEO character, and most would assume those differences affect how hard, how smart, and even how ethically the employees work. It’s logical to believe a narcissistic CEO kills employee effort and undercuts performance. If only there were some proof.

Kiel recruited 121 CEOs over the course of seven years to participate in the study. Ultimately, complete data on 84 top bosses and representative samples of their employees were captured. “The most frequent reason for failure to complete the

MYTH
05

Most survey results are accurate

“Our most recent employee survey results show that we’re on the right track. Most of our employees give us high marks, and results have improved markedly since last year.”

Anonymous client report

MYTH
05

Most survey results are accurate

“Here’s the thing for HR managers everywhere, we all lie on those surveys.”

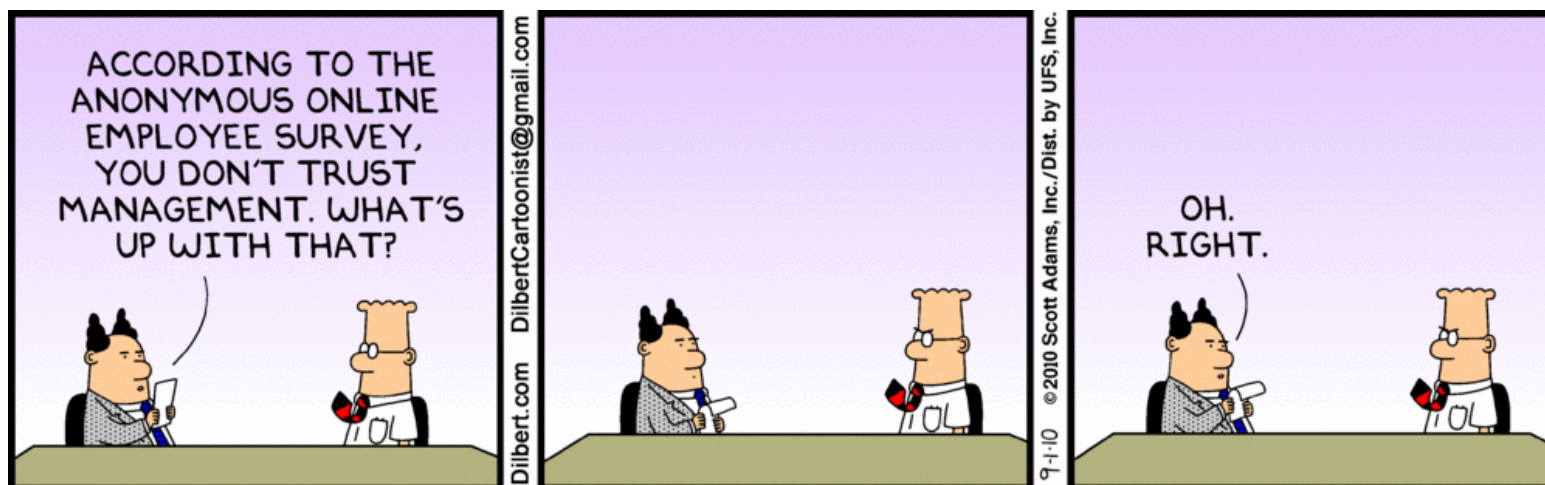
Kai Ryssdal, host of the public radio show Marketplace

“Exactly, we lie on most surveys, but especially [to the question], ‘How happy are you? And I’m the person who pays you and I need you to tell me how happy you are.’”

Freakonomics coauthor Stephen J. Dubner

MYTH
05

Most survey results are accurate

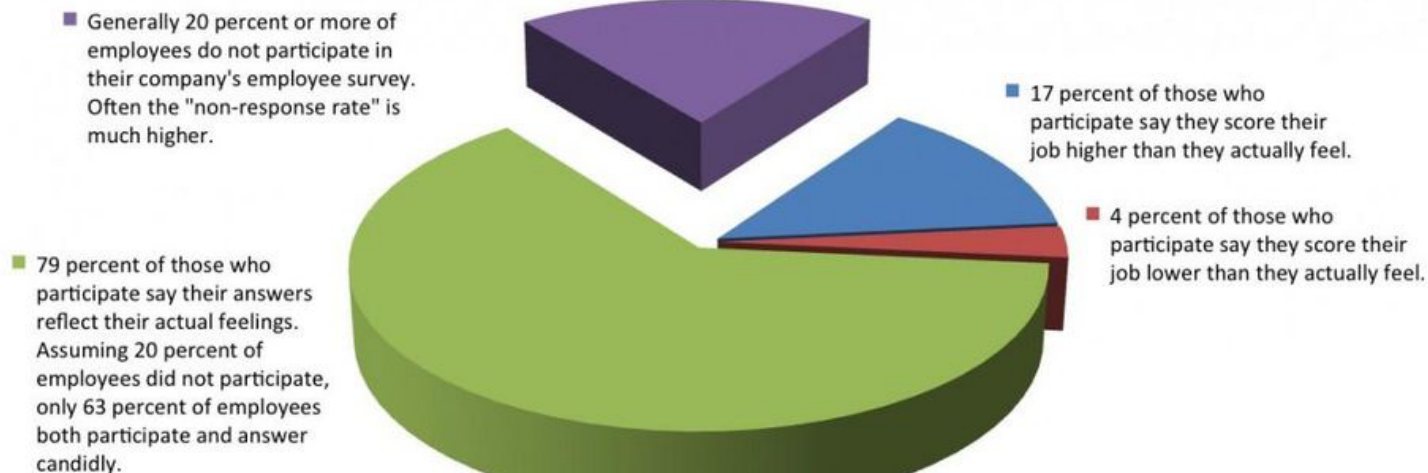


MYTH
05

Most survey results are accurate

"I Told Them What They Wanted To Hear"

Typically Less Than Two-Thirds Of Workers
Give Employers Their True Opinions



Source: BI WORLDWIDE

MYTH
06

An annual survey suffices

Typical employee engagement survey process

- “Freeze” the employee roster to prepare for the survey
- Field the survey
- Consultancy takes weeks or more than a month to analyze
- Executives are briefed
- Department reports are “rolled out.”
- Managers are told to hold a meeting and identify improvements
- Things go quiet for months

MYTH
06

An annual survey suffices



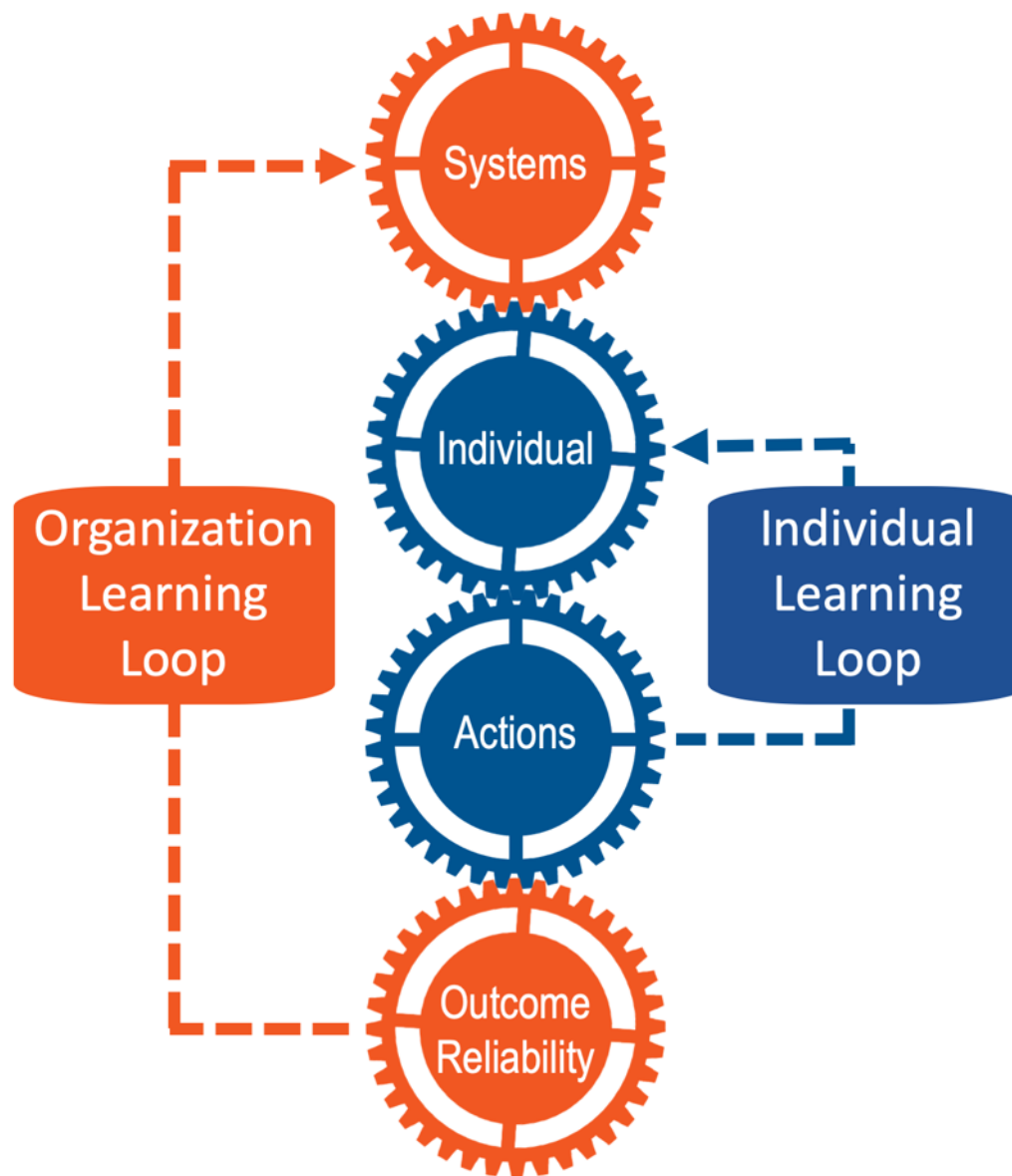
MYTH
06

An annual survey suffices

Prioritization Scatterplot for Odysseus Shipping



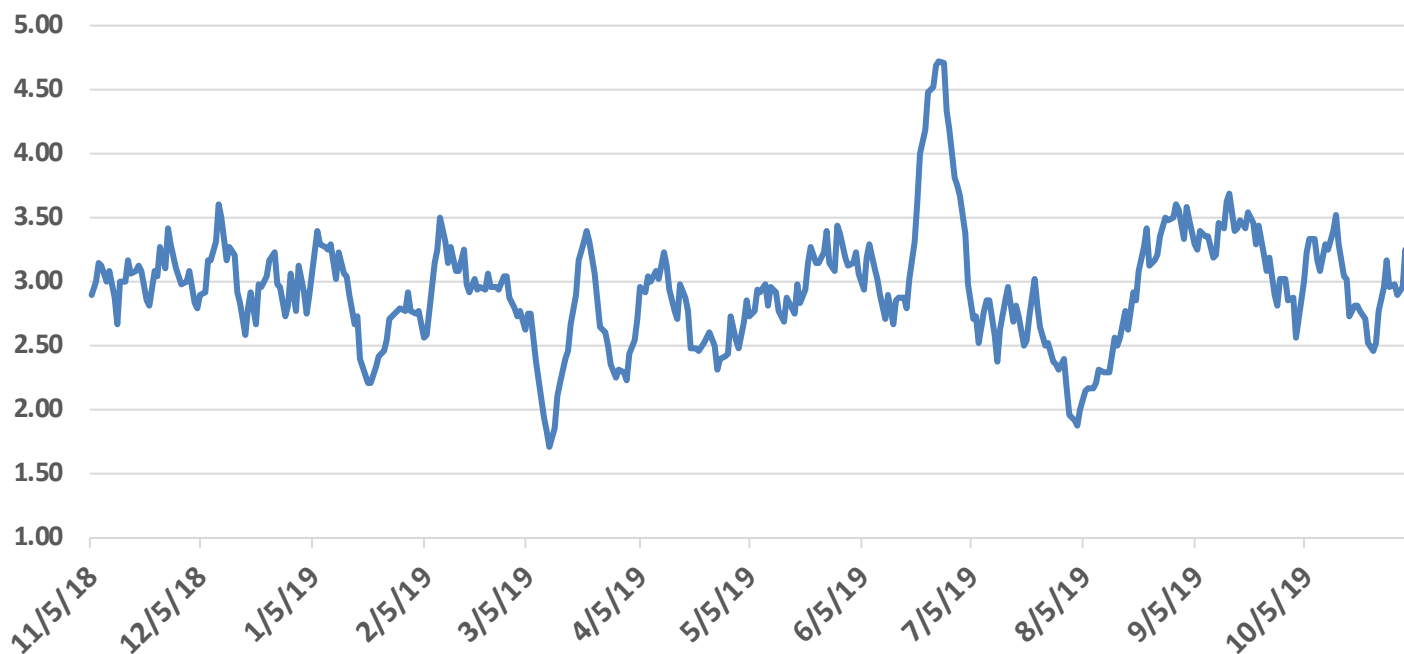
MYTH 06



MYTH
06

An annual survey suffices

Daily Engagement Level



MYTH
07

‘Disengaged’ people are bad

“Brat,” “under-achiever,” “delinquent,” “drifter,” “saboteur,”
“cynic,” or “martyr.”

- Virtuali

“Not engaged”: “Show up and kill time with little or no
concern” for the company

“Actively disengaged”: “Are more or less out to damage their
company.”

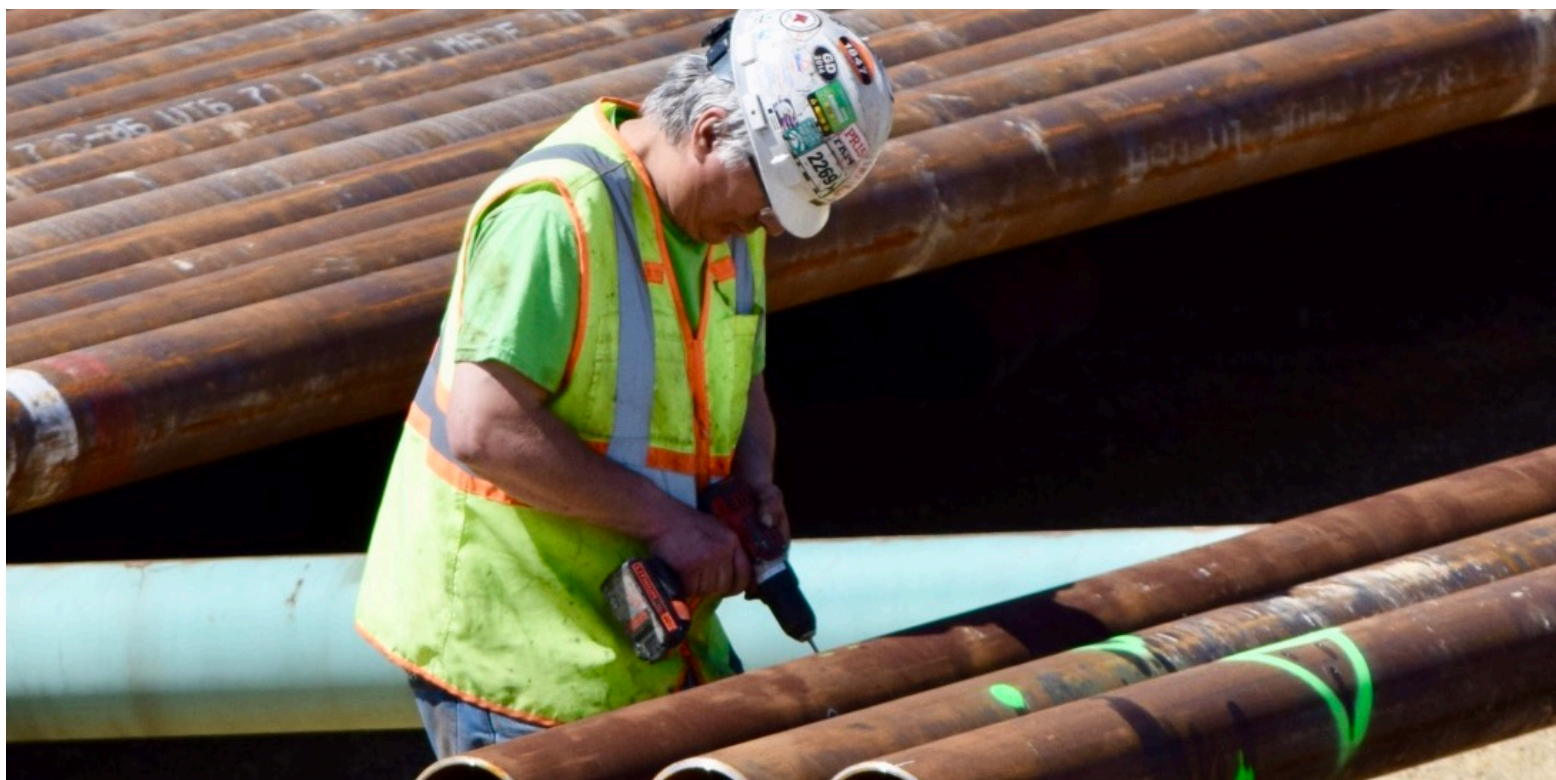
- Gallup

“Hamsters,” “honeymooners,” or “crash & burners.”

- BlessingWhite

MYTH
07

‘Disengaged’ people are bad



01 | NO CRISIS
Most people like their jobs and work hard

02 | HAPPINESS
Engagement is what you get in return for happiness

03 | CUSTOMERS
Most frustrated employees give good service

04 | MANAGERS
Every aspect of the EVP has an effect

05 | SURVEY ACCURACY
You must earn the candor of your employees

06 | TIMELINESS
Employee attitudes are a moving target

07 | HEAR THE TRUTH
Most worker feedback is reasonable





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