Right Quarterly

Right Management
ManpowerGroup

Managing Engagement in the Human Age

>>> Contents

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Editorial & Foreword

The 'Human Age' trends identified by ManpowerGroupTM many years ago continue to accelerate and converge, while the full weight of their impact is yet being felt by economies, employers and individuals. Macroeconomic forces continue to decrease margins, creating the need to do more with less and hence elevating human potential as the major agent of economic growth. Technological evolutions are redefining how work is done and the skills necessary to do it. Talent mismatches are increasing with shifting demographics and the rising sophistication of employers who look for specific skills; to enable their companies to meet ever-changing consumer needs. Even the outlook of the new age workforce towards careers is rapidly changing! Right Management's recently conducted Global Career Aspirations Survey revealed that only 10% of employees define success at work as high performance. The survey found that 45% of respondents rank work-life balance as their number one career aspiration, and the top definition of workplace success is enjoyment and happiness. The survey also found that the percentage of employees aspiring to achieve work-life balance, is more than double the number of employees that rank being the best at what they do (17%) as their top career aspiration. In Europe, 55% of employees aspire for work-life balance, followed by Asia Pacific (37%) and North America (35%). This reveals a big dis-connect between employee aspirations and performance demands of employers, leading to overall employee dissatisfaction.

Understandably, high employee dissatisfaction has a ripple effect that can hurt the bottom line, disrupt productivity and damage morale. While many companies focus on measuring engagement, few have a true pulse on the significant value of an engaged workforce. Even fewer are taking the necessary action to drive sustainable change that would ensure a return on their investment. In fact, results of a recent Right Management global survey on the effectiveness of employee engagement shows that the majority (56%) of human resource managers who responded conceded that their organization's employee engagement efforts fell short in driving bottom-line business objectives.

The 'Human Age' needs a completely new paradigm of employee engagement. A paradigm aligned to the new age drivers and dimensions of employee engagement. As we embark on the new journey of helping organizations win through aligning talent and business, we bring to you the latest from the world of employee engagement. In this new format of Right Quarterly, we have invited key business and HR leaders from across Asia to share their perspectives, success stories and learning about the changing world of work.

Happy reading!

Shakun Khanna
Country Manager
Right Management India

Employee Engagement
The new paradigm

⟫ Introduction:

Shakun Khanna
Country Manager
Right Management India

Significant shifts continue to impact economies and corporations. The demands on leaders and talent managers to find newer ways to succeed in the ever-changing context are increasing. An increasingly transparent and interconnected world through social media is compounding the challenge. The work, career & life aspirations of the new generation of employees continue to change. Most of the traditional paradigms around work & career are no longer valid. The demands for more meaningful work, better work-life integration and fulfilling careers are too well known to be recounted here. Life-long employment has given way to multi-organization careers. Freelancing and self-employment are on the rise. Meanwhile, 60% of millennials are leaving their companies in less than three years.[1] A recent Millennial Branding report found that 45% of millennials will choose workplace flexibility over pay.[2] Increasingly, talent will make shifts in careers itself and explore multiple careers in a life-time. From one-company careers we will see multi-industry careers as well. Needless to say, measuring, impacting and leveraging employee engagement for business success has become more complex than ever. The challenge that most leaders face is: how to engage a workforce whose aspirations & attitudes to careers are undergoing a shift to deliver towards organizational goals and improve overall organizational performance. Older paradigms of engagement are redundant. The multidimensional 'Human Age' needs a multi-dimensional approach to employee engagement.

Engagement in the Human Age:

The traditional models of employee engagement revolve around how engaged is the employee with the workgroup. The Manager is at the center of defining the employee experience and thereby his/her level of engagement. Engagement has traditionally been viewed as a two-way process between employees and an organization. The organization attempts to engage employees who return a level of commitment and performance to the organization.

Research, however, has revealed that engagement, especially with the millennial workforce, is more complex than this, and can be directed by employees in one of two ways (or both). The first is the level of engagement employees have with their career or profession, and the other is the engagement employees feel toward their employing organization. (Citation)(3)

In other words, in the Human Age:

Employee engagement	+	Engagement to the Job	=	Engagement to the Organization engagement

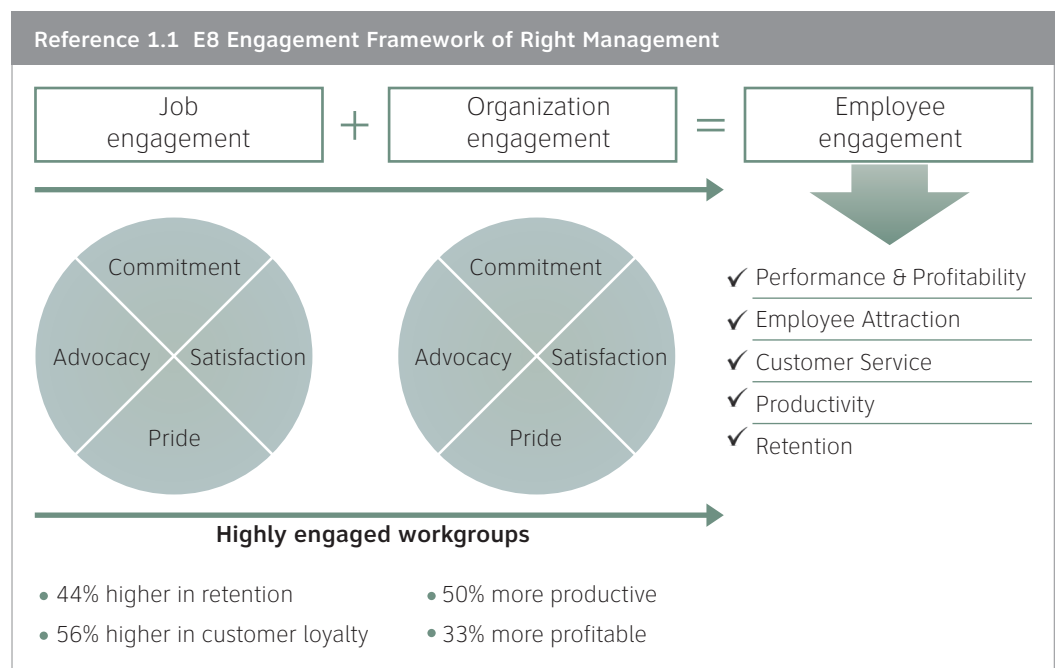Job Engagement (the level of engagement people have to their job, career or profession) and Organization Engagement (the level of engagement they have to their organization).

The most contemporary global research spread across the globe with thousands of respondents has revealed the 4 components of employee engagement (i.e. Pride, Commitment, Advocacy and Satisfaction), which are now manifested in 2 dimensions:

1. Commitment to the JOB and ORGANIZATION

2. Pride in the JOB and ORGANIZATION

3. Willingness to advocate the JOB and ORGANIZATION

4. Satisfaction with the JOB and ORGANIZATION

Both the dimensions i.e. job engagement and organization engagement, are measured using four components: Pride, Commitment, Satisfaction, and Advocacy. In other words, commitment, pride, advocacy and satisfaction towards the job AND commitment, pride, advocacy and satisfaction towards the organization are measured. Therefore, there are 8 factors that impact overall engagement and constitute the E8 Engagement Framework of Right Management.

When people positively evaluate their experience of the job and organization, they are more likely not only to feel satisfied,

Reference 1.1 E8 Engagement Framework of Right Management

Job engagement	+	Organization engagement	=	Employee engagement

Commitment / Advocacy / Satisfaction / Pride

Commitment / Advocacy / Satisfaction / Pride

✓ Performance & Profitability
✓ Employee Attraction
✓ Customer Service
✓ Productivity
✓ Retention

Highly engaged workgroups

- 44% higher in retention
- 56% higher in customer loyalty
- 50% more productive
- 33% more profitable

committed and proud, but also to be advocates for the company and engage in behaviors that enhance both job and organizational performance. Thus, engaged employees are those who are not only engaged with their job but also with the organization.

So what does this mean?

The implications of the two-construct model are significant. It allows leaders to look at engagement from a totally different perspective and helps uncover unexplored drivers of disengagement or underperformance. Many leaders have come across instances where the best of the talent is seemingly 'engaged' yet attrite fast. They are happy with their managers; they are performing well, yet leave the organization in a short span. Similarly, there are other examples of employees being 'engaged' in their current roles yet unable to make the cut to the next role. Eventually, they are likely to under-perform and leave.

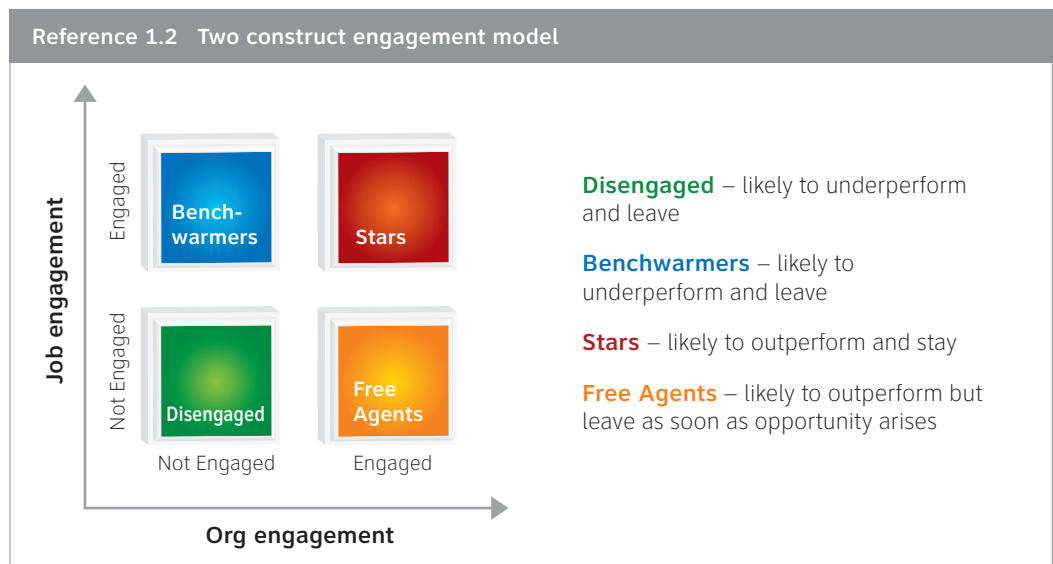Using the two-construct engagement model, all employees can be mapped as under:

It is extremely important for the business leaders to know what proportion of their workforce is engaged to both the organization and their jobs, versus what proportion is engaged to just the organization or just their jobs. If employees are engaged only to their job or profession, then they will not be aligned

to organizational goals and strategy. If employees are engaged to the organization but not their job, they will be aligned to organizational goals but will find it difficult to do their jobs well and to deliver extra discretionary effort in the work that they do.

In a major study of engagement (3) conducted by Right Management among employees representing a broad range of industry sectors from across the Americas, Europe and Asia-Pacific, employee perceptions on the following factors had a significant co-relationship with employee engagement:

- Strategy
- Structure, Roles & Capability
- Senior Leadership
- Immediate Manager
- Learning, Development & Performance
- Recognition & Reward
- Work Processes
- Communication
- Culture & Values
- Customer Experience

The Right Management E8 framework helps leaders to not only look at the engagement distribution of the workforce but also identify which are the key drivers of engagement or disengagement. This helps in effective and holistic action-planning thereby increasing the chances of overall organization effectiveness where there is a true alignment between the employees and the organization.

Reference 1.2   Two construct engagement model

Disengaged – likely to underperform and leave

Benchwarmers – likely to underperform and leave

Stars – likely to outperform and stay

Free Agents – likely to outperform but leave as soon as opportunity arises

The true value of the E8 framework is in bringing out the inter-dependencies between employee engagement and the other critical factors of organization effectiveness viz. strategy, structure, systems & processes, capability, values & leadership. This has resulted in significant improvements in performance as we work with clients to enhance their employee engagement. In one case, we realized that the key contributor to disengagement was the structure of the organization itself. This resonated strongly with the client, who then made changes to the structure and experienced significant positive results.

In a study (4) commissioned by Right Management, the University of Wisconsin conducted research that, taken together with Right Management's global benchmarking study, revealed significant relationships between engagement and key organizational metrics. This study used the Right Management engagement methodology and research data, from 343 companies, and examined factors such as the relationship between engagement and key organizational indices. The study found significant co-relation between employee engagement on the one hand and ROA, productivity and customer satisfaction on the other. The challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. This requires a holistic, coordinated effort to ensure that a number of key elements or building blocks are in place to promote alignment.

An engaged workforce will not only help leaders craft a good strategy but also enhance the execution of the strategy by going the extra mile and doing what it takes to get things done. In other words, employee engagement is the connecting tissue between strategy and execution, which in turn leads to agility, ability and credibility!

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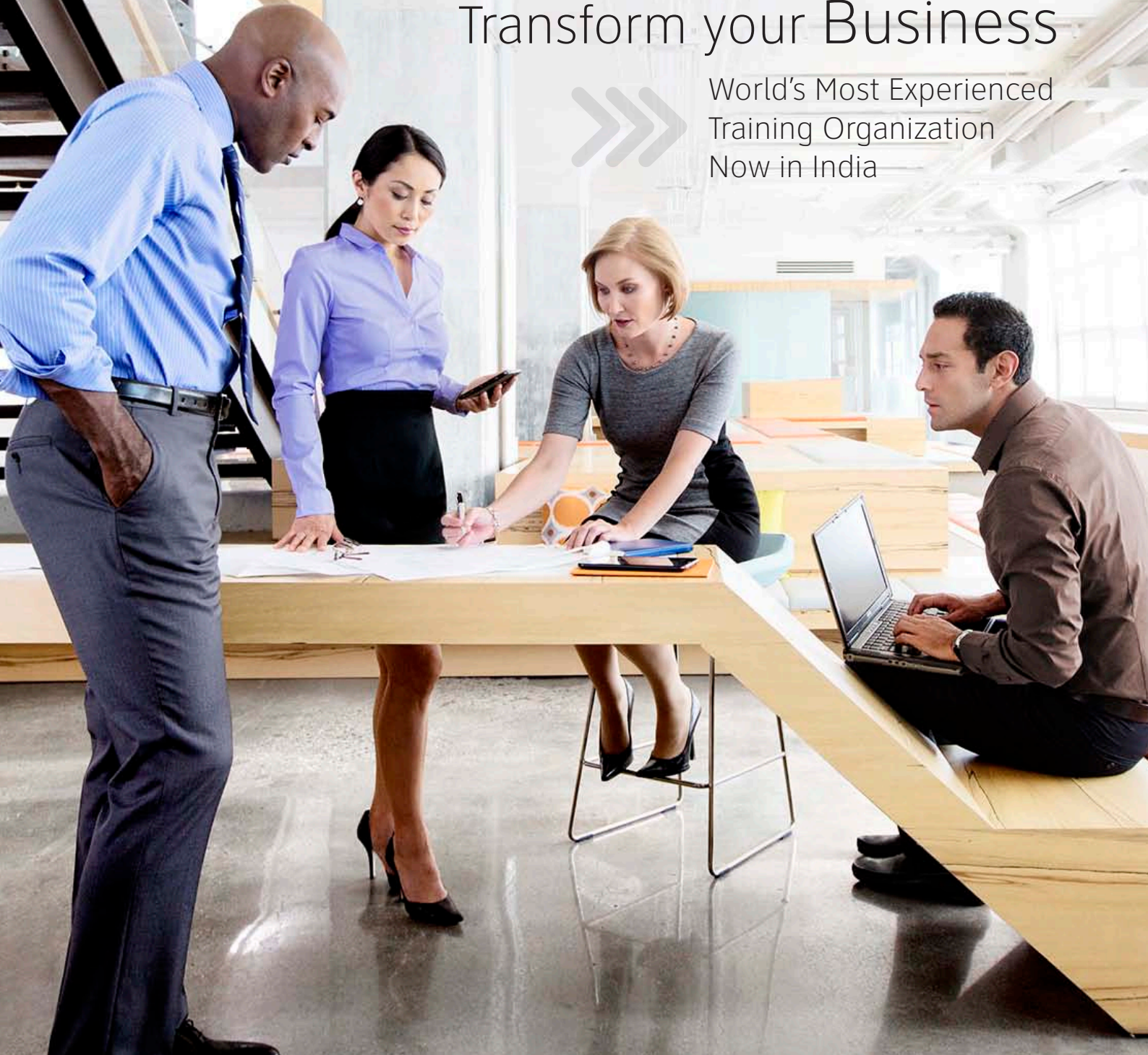
Engagement –
The Reliance Way

How Reliance Industries navigated its way towards a contemporary Employee Engagement approach

Prabir Jha
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With 114th rank on the global Fortune 500 list in terms of revenue, and a workforce comprising of 24 nationalities in hydrocarbon, retail, media, and telecom businesses, the USD 62.2 Billion dollar Reliance Industries Limited (RIL) is one of the most diversified global conglomerates today. Traditionally, RIL has been known for its family friendly approach to Employee Engagement. This manifested itself in the form of world class employee benefits, compensation, and welfare policies for employees and their family members.

RIL's corporate office in Navi Mumbai encompasses state-of-the-art infrastructure and facilities that create a unique value proposition for employees. Employees work in a micro-city like workplace, which houses the infrastructure and facilities to meet most of their physiological needs. The corporate park houses a 20000 square feet Reliance fresh supermarket for every day shopping, a huge gymnasium and sports complex for the fitness savvy, branches and ATMs of well-known banks, and multi-cuisine cafeterias spread across the sprawling campus. The company even has a program called REFERS, a 24 X 7 private emergency response service that provides safety and security to employees and their families across the country.

Gearing up for the next stage of its growth, RIL is betting hard on people talent; to expand into new-age industries like it's soon to be launched telecom brand – Jio. With five generations of people working in the company, there were multiple challenges for Reliance to develop a bespoke model of attracting and retaining talent, especially the millennial and Gen X segments that are known for their unique engagement needs. The first in this series of challenges was to measure the gap between 'what employees want' and 'what employees get'.

A yardstick to benchmark with the best

The expectations of the millennials, the unique work practices of the new economy, and the cross movement of talent across industries makes it imperative for a focused and customized approach to engagement. Despite providing world-class facilities, infrastructure, and policies there was a need to 'connect' with the people of Reliance. The **R-Voice** employee engagement survey was created as a 'unified yardstick' after carefully reviewing chairman's vision of creating a people centric workplace which is flatter, inclusive, and attractive to the new-age workforce. This meant understanding the unique needs of the employee demographics by age, band, and tenure. At RIL, the 'how you do' matters as much as the 'what you do'. Our Values and Behaviors form the bed rock of all our actions, initiatives and efforts and define who we are at Reliance. Areas such as leadership support, manager support, performance & benefits, work environment, and values & behaviors were analyzed through the R-Voice survey for all the employee demographics and benchmarked with the best including fortune-listed global companies. Assessment of the gap between internal and external benchmarks laid grounds for the game-plan for boosting engagement at Reliance.


Reference 2.1   R-Voice logo
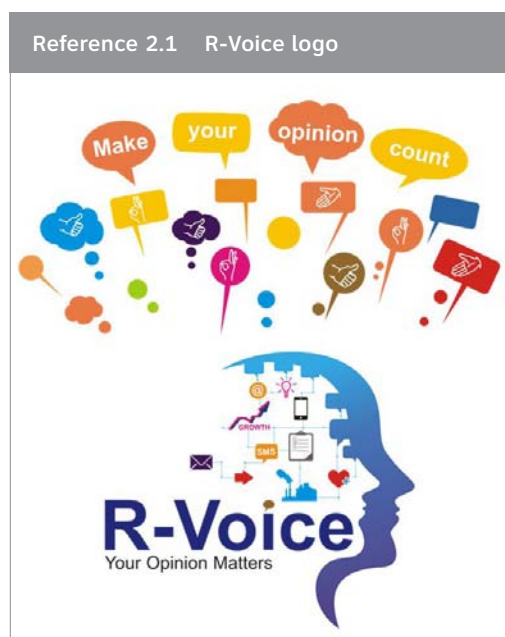
Communicating with the diverse employee base spread across multiple locations and businesses was the next big challenge for Reliance.

Communicate, Communicate, Communicate

To cut through the clutter, to capture the attention of employees and to establish their belief in R-Voice, the employee engagement center of excellence designed a contemporary communications campaign to drive home the message that Reliance was keen to 'listen' to its employees. The campaign included flash mobs and street plays throughout Reliance locations, desktop wallpapers and screensavers, and a pre-launch 'Hangout' video cast by the Chief Human Resources Officer, Chief Talent Officer, and the Head of Employee Engagement. The video was streamed live from the company's studio in Mumbai and employees were encouraged to ask questions by posting them live on a web-link. All of this together created a huge buzz and the new-kid-on-the-block kind of branding for employee engagement at Reliance.

Communication reached a new high post the launch of R-Voice when the company harnessed the power of technology to design and develop an in-house mobile application for smartphones and tablets, and an R-voice website — a one stop shop for everything about employee engagement at Reliance. The R-Voice mobile application was unique in a manner that it provided leaders and managers not only their individual team engagement results but also a list of recommended articles to read from to learn best practices about engaging employees. To enable leaders and managers to understand the R-Voice process, interpret scores, and conduct action planning sessions an R-Voice toolkit was created. This R-Voice toolkit book was a rich compilation of the best practices on employee engagement, detailed explanation on R-Voice processes, group activities to reinforce learning, and user aids to conduct feedback meetings and action planning sessions.

To sustain the momentum on the journey of engagement, a chat group on smartphones

Reference 2.2   R-Voice Toolkit

R-Voice Toolkit
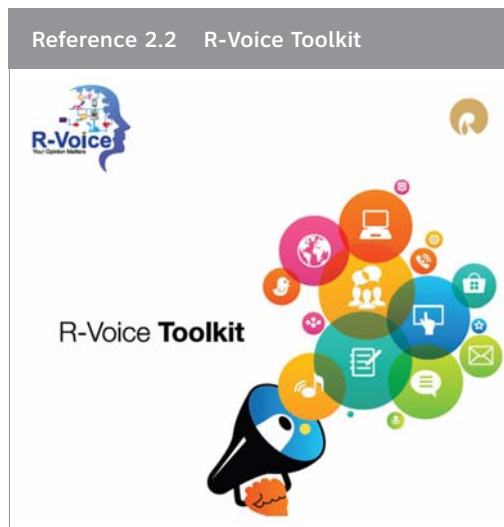
called the 'R-Voice Champions' was created for selected HR business partners. On the spot recognition and accolades were given on the chat group by the Chief Talent Officer to anyone who showed initiative and good work on driving employee engagement at his/her respective business unit. This proved to be a shot in the arm for Reliance in boosting employee engagement.

The road ahead

This bespoke approach to 'listening' to the employees coupled with the advanced analytics capabilities revealed the most fascinating insights about the organization. The following top five themes emerged out of the R-Voice survey:

1. The millennial work force in age group of 25-35 years seemed to be the lowest on engagement

2. The culture of recognition was not consistent across all business units and locations of Reliance

3. Employees were positive about the capabilities of the leadership team to steer Reliance into the right growth trajectory, however, were eager to get more face-time with them

4. The employees across all levels wanted more up-to-date information about the policies and benefits available to them

5. People skills in managers and leaders needed a boost

Reliance with the buy-in of its leadership is going to rollout a series of enterprise wide interventions that will address challenges in each of the above themes while embracing a '**one size fits one**' approach. The employee engagement center of excellence has studied the workplace nuances of each business and location and has created an Annual Operating Plan (AOP) that will not only run these interventions as key projects but also do a weekly progress report out to the leadership teams of all businesses.

The winds of change can already be felt by people at Reliance who have given a 'thumbs up' to the new employee engagement initiative. In the months to follow, the corporate HR team of Reliance is committed to transform Reliance into a great workplace – an ecosystem where 'engagement' becomes a way of life. The sponsorship from the highest level, the chairman and executive committee just means that the people initiatives Reliance is taking are certain to stand the tests of time.

Employee Engagement:
Everyone has an opinion

What does an Organizational Psychologist think about on vacation?

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I enjoy the thinking time that a summer break allows. Once I have been on vacation long enough for everyday matters to disperse in my mind – I enjoy the focused thinking that follows. This summer, I found myself reflecting on the many conversations that I had with clients, prospects and peers on Employee Engagement surveys. This article is my way of making sense of my thoughts and capturing some of my reflections. It describes a structured way to diagnose the maturity of a survey process and offers tips to Human Resources/ Organizational Development professionals on how to increase the time to value for surveys. I offer insights in this article to challenge the way you may perceive Employee Engagement surveys. After all, everyone has an opinion and these surveys are vehicles to collect them.

What I heard last year

Rather than single out individual conversations, I have assembled the following quotes to highlight some issues that were discussed. Further, I have in a light hearted way, identified some of the areas where organizations are often challenged:

> • "We have the perfect engagement model; oh...and our organizational strategy isn't bad either..."
>
> • "Our survey showed year on year improvement for the last three cycles on every item (we survey 'biennially' – that's every two years you know); this means we are looking good to deliver the strategy we set six years ago..."
>
> • "Technology has really enabled us to play in the Big Data space, there is a lot of information at our finger tips; if only we could merge our different databases..."
>
> • "Everyone in the organization has attended an action planning workshop and committed to take action on the survey results; I just need to type up the flipchart paper outputs to enable this for them..."

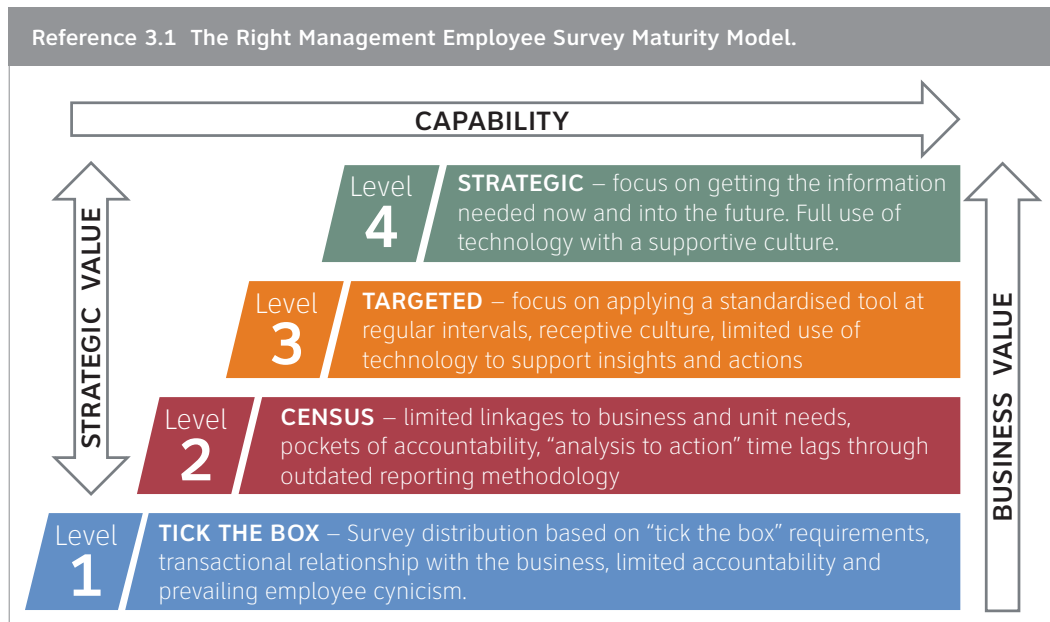These quotes suggest critical issues in relation to:

• The strategic importance of the survey and its usefulness to the business

• The progressive misalignment of the survey to business strategy over time and the reluctance by clients to change items each cycle to realign to current strategy

• The confusion organizations face as they try to make sense of survey data and their anxiety about failing to link it to the myriad of other data they hold, and

• The inertia felt by Human Resources and Organizational Development professionals who roll out successful survey action planning campaigns that are well attended and motivating but lose momentum as attendees fail to commit to take accountability for their agreed actions

A successful survey requires maturity

Borrowing from the popular trend to classify Organizational Development initiatives in terms of a stepwise increase in maturity, Right Management has classified its own taxonomy of maturity for employee surveys (see reference 3.1). This model distinguishes the various elements of the survey process in terms of:

• **Culture** – the level of buy-in from both the executive and the employee that the survey owner enjoys

• **Support** – the value in terms of insights

Reference 3.1 The Right Management Employee Survey Maturity Model.

CAPABILITY

STRATEGIC VALUE

BUSINESS VALUE

Level **4**
STRATEGIC – focus on getting the information needed now and into the future. Full use of technology with a supportive culture.

Level **3**
TARGETED – focus on applying a standardised tool at regular intervals, receptive culture, limited use of technology to support insights and actions

Level **2**
CENSUS – limited linkages to business and unit needs, pockets of accountability, "analysis to action" time lags through outdated reporting methodology

Level **1**
TICK THE BOX – Survey distribution based on "tick the box" requirements, transactional relationship with the business, limited accountability and prevailing employee cynicism.
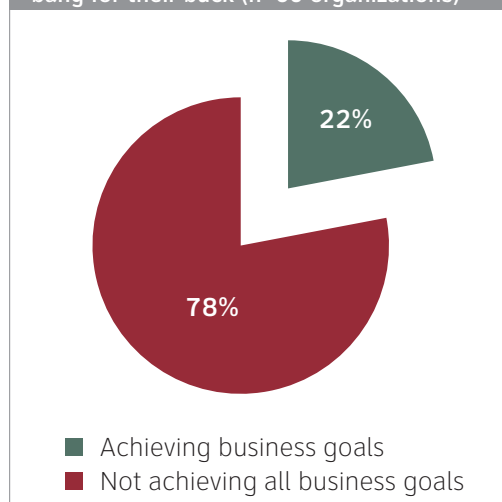
and intuitive reporting offered by the survey provider relationship, and

- **Approach** – the alignment to strategy and synchrony with key business milestones that survey data offers

The above model depicts how strategic value, business value and the capability required by the survey owner and provider improve as maturity increases. This has certainly been my experience when I have worn both hats across my career: survey owner in an internal role and survey partner as an external consultant.

Right Management recently polled 60 organizations in Australia (a mix of public and private sector across varied industries) in relation to this model. Unsurprisingly, few organizations declared that they were enjoying a Strategic (Level 4) employee survey process. In fact 78% reported not achieving their business goals with their survey process (see Reference 3.2).

This finding suggests there is a desire for organizations to become more mature when conducting employee surveys. Further, my conversations with clients, prospects and peers last year confirm this desire to be a need.

The maturity model provides a lens through which a survey process can be viewed and enables our conversations to focus on the activities required to make evolutionary changes rather than revolutionary ones. The study also found that few organizations are at a consistent level in all elements of the survey process (culture, support and approach). Thus, areas of lower maturity are likely to be a good place to begin the journey to increased maturity.

Becoming more mature

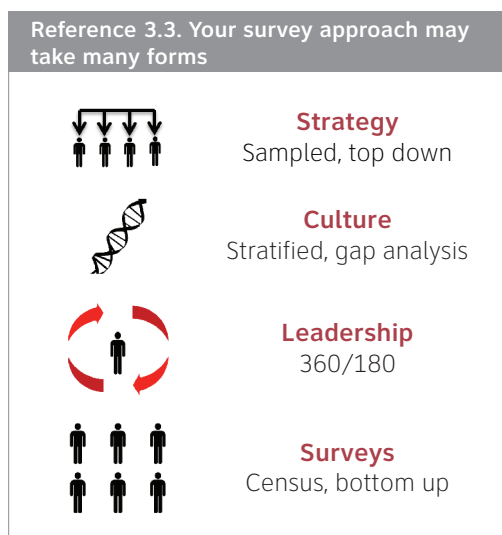Most of my suggestions to clients, prospects and peers to take incremental steps towards increased maturity are summarised by the following five themes:

1. You can measure **culture and other models** not just employee engagement as long as they are aligned to strategy

Reference 3.2. Few organizations are getting bang for their buck (n=60 organizations)

22%

78%

■ Achieving business goals
■ Not achieving all business goals

2. Take a targeted and deliberate approach to **survey design**

3. With **Big Data**, think big but act small first

4. Ensure your **action planning is business-led** and not solely lumped on the shoulders of busy line managers

5. Access to **real-time results** reduces that inertia between survey collection and taking action

Culture and other Models

Be strategic about what you measure and how you measure it. There are multiple aspects that can be measured with a single employee survey including engagement, culture and safety to name a few. However, at all times what is measured must relate to strategy. If a measure is not adding value to current business initiatives then it should not be in the survey. Don't include items if the only reason for their inclusion is that they were surveyed last time.

Also consider who is best placed to answer the selected measures and the types of data you seek to collect from them (see reference 3.3). For example, you need to tailor your measures of leadership to the perspective of each audience. Ask frontline employees about their immediate manager not senior leaders or the executive whom they rarely see. Further, use a bivariate scale to measure culture or corporate values so that gaps in perception can be analysed to assist the organization to focus on what is important and underperforming for these important organizational levers.

Reference 3.3. Your survey approach may take many forms

Strategy
Sampled, top down

Culture
Stratified, gap analysis

Leadership
360/180

Surveys
Census, bottom up

Survey Design

An extension to the point above, ask a set of core questions and targeted modules to reduce the survey burden of participants but maximise the item yield (see reference3.4). Consider not only branching by demographic but also rating scale response. Namely, if someone scores unfavourable on a key strategic measure, ask a different follow up question than those who are favourable or neutral. This information is more likely to drive your strategy and address blockers to success.

Be realistic about the importance placed on benchmarking. Remember that benchmarking can be considered in terms of:

• **External** – compared to other organizations either collected in an additive nature (a provider adds each client to their benchmark but no provider controls the market) or normative (where a statistical sample of single employees is aggregated to represent the market and not individual organizations)

• **Internal** – compared to other areas of your organization

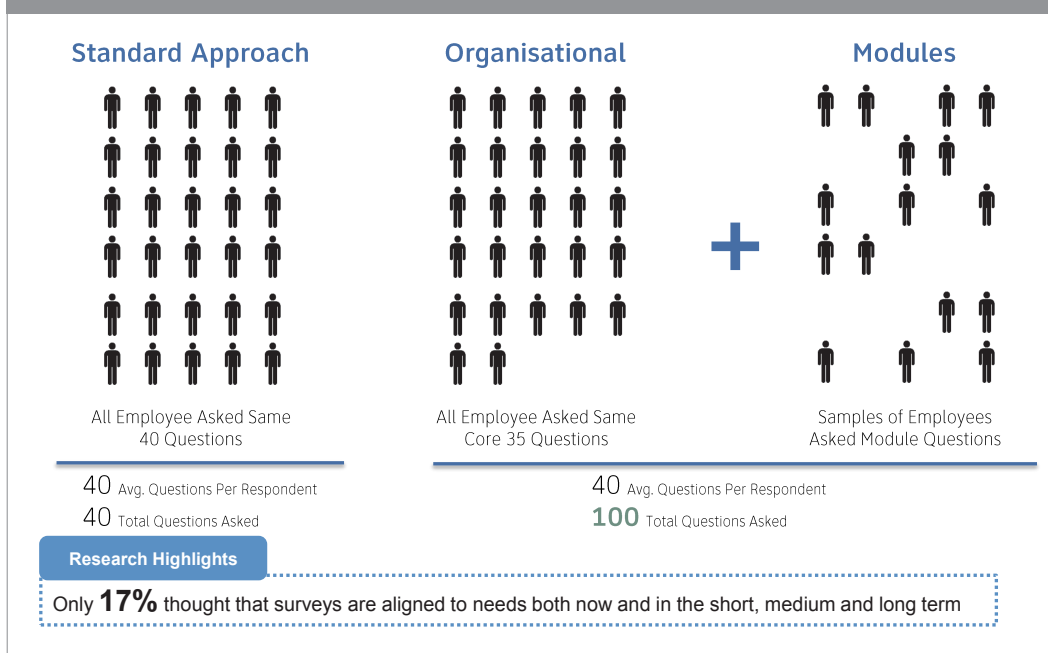• **Historical** – compared to previous survey cycles in your organization

A lot of importance is placed on external comparisons at the expense of the great insights that can be gleaned from understanding the experiences of employees navigating your unique organizational context. All three benchmarks should be considered as equally important.

Sometimes external benchmarks are also used as a call to arms to move from behind the market to ahead of it when the comparisons are not favourable. Conversely, I've never met an executive team who has noted that they lead the market comparison and therefore should do nothing to act on employee feedback from their survey. Organizations can always improve.

Big Data

Big Data is just another name for linkage research where organizations are attempting to make sense of information collected in independent databases. Technology has simply increased the amount of data

Reference 3.4 A targeted approach to survey design can yield larger item sets

Standard Approach	Organisational		Modules

All Employee Asked Same
40 Questions

All Employee Asked Same
Core 35 Questions

Samples of Employees
Asked Module Questions

40 Avg. Questions Per Respondent
40 Total Questions Asked

40 Avg. Questions Per Respondent
100 Total Questions Asked

Research Highlights

Only **17%** thought that surveys are aligned to needs both now and in the short, medium and long term

collected, held and analysed. If you agree with the comparison to linkage research, think of key data and take small steps. Look at seeding in some data from your Human Resources Information System (HRIS) to make comparisons with your employee survey data (see reference3.5). The most insightful projects to the client that I worked on last year took this approach; and further had a Business Analyst seconded as part of the project team. The analyst was best placed to suggest the links between the survey data and other organizational metrics.

Some of the most interesting work I also did last year was looking at HRIS derived

Reference 3.5 Example sources of data from Human Resources Information Systems

quarterly Exit Data for employees who had voluntarily exited an organization of 40,000+ employees. This data was linked to the employee survey data collected six months prior. Unsurprisingly, these employees score significantly lower in their responses for most survey items compared to remaining employees. But what really stood out as red flags for turnover are unfavourable perceptions that:

• Their immediate manager motivated them

• Their role made good use of their skills, and

• Conditions existed in their role for them to be productive

While this may not be a revelation, two things come to mind:

1. People who voluntarily turnover are not always poor performers. In fact, the three items of differentiation above would challenge most people to stay in a role

2. We can use these items in future surveys as barometers for turnover and identify areas likely to experience peak turnover in the next six months. "Big Data" now becomes a useful predictive tool for the business and signals barriers to the delivery of strategy

Business-led Action Planning

Action planning needs to be structured so that common actions are owned from the top and the right resources allocated. This accountability should be driven from the top. Line managers should also be accountable to localise their actions and work on issues unique to their area (see reference 3.6). From either perspective, actionable advice derived from consulting experience is a must. For most of these top level and local leaders, making changes and shifting culture is not core business. A good survey partner should do more than simply deliver results, they must offer the actions that follow and be available for support. This is often the difference between partnering with a consulting house with a survey capacity versus a pure survey house.

I quite often share with clients the story of piles of flipchart paper that sat in the corner of my office from action planning workshops that I conducted in previous roles as an internal manager. I too had run successful action planning workshops

Reference 3.6 Impactful action planning requires a top down and bottom up approach

Top down

Strategic plan

Best practice and evidence based prequalified actions

Action

Situation analysis and goal setting

Focus groups and collaborative loops

Bottom up

Only 25% experience reports that are insightful and actionable

where participants were motivated to change – once I typed up the actions for them. Fortunately for my ego, my clients also shared that similar flipchart paper sat in the corner of their offices. Our recent addition of an online action planning portal helps resolve this delay in action. It enables managers to enter their actions directly during the workshops and helps them to leave the room as the sole owner of the actions.

In many ways having the ability for managers to drive their own actions makes the role of a Human Resources/ Organizational Development professionals shift from being administrative to be more strategic (i.e. more mature). The focus now moves from investing energy and resources to administer the survey process to targeting follow up actions by:

- Using roll-up reporting to understand common actions across the business that warrant common solutions and senior leader sponsorship

- Highlighting local managers who are driving their unique actions and require little support other than words of acknowledgement and encouragement, and

- Identifying managers who are not progressing their actions and require tailored support

This functionality enables Human Resources/Organizational Development to deploy their limited resources to add the most value; and improves the satisfaction of these functions as they do more of the work they enjoy doing rather than policing a survey process.

Real Time Results

Data is best served fresh. Online reporting (see reference3.7) has enabled many of our clients to become more mature by dramatically reducing the time between survey close and results release. While many of our clients have maintained a staggered release of results to their organizations (allowing each layer to be clear on key messages before the next), our data is ready and waiting for them. In fact, our key client stakeholders are able to monitor trends during survey open and prepare the results

Reference 3.7   Right Management's reporting portal provides dynamic reporting that improves time to value
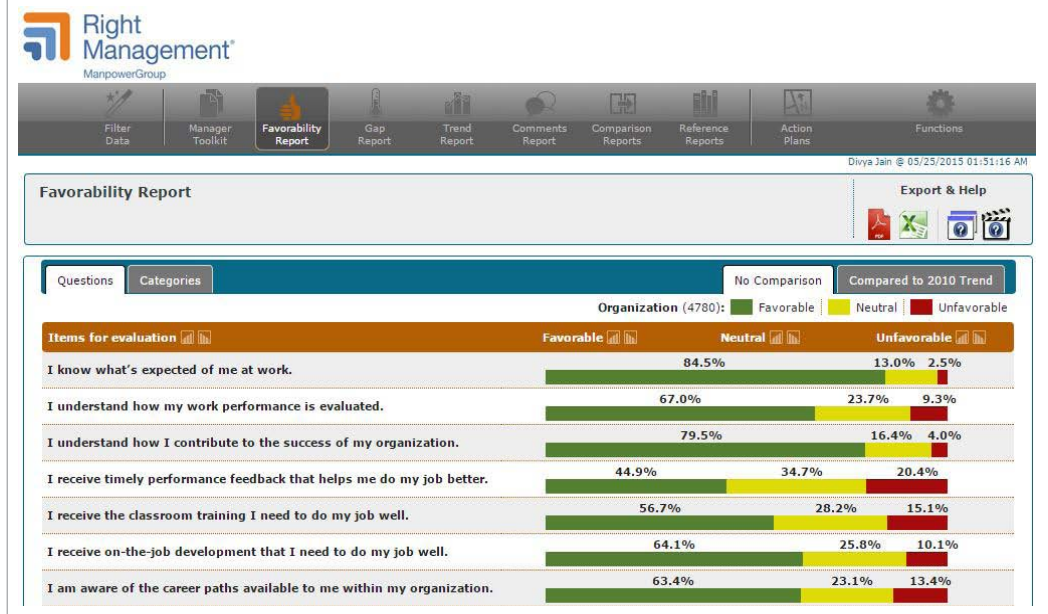
roll-out accordingly. This preview highlights hotspots and signals the follow-up support required.

Online reporting allows managers to own their data. Permissions are set to guide what the manager can view and ensure that confidentiality is maintained. The portal provides a tailored results summary report for each manager that is dynamic and changes with each demographic filter that is applied. It allows managers to understand their key results based on the results summary report designed in partnership with the survey provider and Human Resources/ Organizational Development; then explore the data and truly follow every hunch. The exploratory work can be saved to the user's own portal, exported to PDF (just like a report you used to pay as aftersales) and excel for further analysis.

Organizations are complex and often have both matrix and hierarchical structures that seem to be inconsistently applied by geography. Our online portal no longer leaves an organization in a dilemma about how to report the survey results in terms of structure. This portal enables managers to understand themselves from multiple perspectives – all important to the business strategy:

• How am I as a structural leader? (hierarchy)

• How am I as a people leader? (direct report)

• How am I as a functional leader? (matrix)

An increase in time to value is only the tip of the iceberg with real time results and the functionality of our portal. I could write an article solely on this topic but I'd rather show you the portal and let it speak for itself.

Time to hear your thoughts...

Right Management partners with clients to improve their survey maturity and the value survey data offers to their business. This article is a collection of my thoughts based on my survey experiences. I'd enjoy hearing your thoughts and insights to understand how mature your survey process currently is and how mature you'd like it to be. Please do not hesitate to get in touch with me or one of my colleagues in your geography.

Few updates

IBM

In our constant endeavor to provide our clients with new and improved solutions, Right Management has entered into a strategic partnership with the Global Technology leader – IBM. This partnership will form a foundation for a host of our Talent solutions that we already have and are set to take to market.

Our association will enable the design and deployment of our best practices' based and technology oriented Talent solutions across the board. With this we aim to enhance by multi-fold the organizational impact and participant experience that our solutions provide.

Along with IBM, we hope to offer our clients the benefit of having access to innovative and end-to-end talent solutions spanning the length of the entire employee life-cycle, starting from the pre-hire to post-exit stages. These solutions include: **Recruitment, Assessments, Onboarding, Employee Engagement, Performance Management and Learning & Development**.

With the stage all set for a seamless front-end deployment platform and efficient back-end data integration process, our clients can now be confident of increasing business impact of their talent decisions.

Right Management®
ManpowerGroup

AMA American Management Association®

The American Management Association (AMA) and Right Management have entered into an exclusive partnership in India and Singapore. This partnership brings to the spotlight two strong brands in the space of leader development and career growth. In India we have already taken to market the "Strategic Execution" program, with more open workshops planned in the coming months. Some other topics include Strategy Execution: Getting It Done, Transformational Leadership: How to inspire Extraordinary Performance.

The Partnership with AMA is quite exciting for us! This gives us the opportunity to reach out to our clients in India and Singapore with a larger suite of exclusive open programs catering to very specific leadership development needs. Over the next few months do wait to hear more from us on various open workshops that we'll be facilitating with the help of our panel of certified AMA trainers.

Business & Talent. Aligned.®

Right Management®
ManpowerGroup

The Human Age, Customer Experience and Engaging the Contingent Workforce

A.G. Rao
Group Managing Director
ManpowerGroup™, India

The world of work is transforming in the 'Human Age'. While technological advancement is at its peak, 36% of the employers are finding it difficult to fill jobs – the highest since 2007. In the Indian context, this problem is even more pronounced with a robust employment outlook. As per the Manpower Employment Outlook Survey, 42% employers forecast an increase in staffing levels. Dichotomous as it may sound, with a 58% talent shortage, India is rated as the 7th most difficult country across the world to fill jobs.

In addition to this, the individuals are looking at their career very differently now. The focus shifted from pursuing a one role one organization career to a one role multiple organizations till a few years ago, and has now moved to many roles many organizations across many industries. A career is now defined as "a journey over time where you develop your skill sets, grow your knowledge and learn". It is also "about connecting passion with purpose, and being a fulfilled, whole person". This is also contributing to the unprecedented talent shortage in the history of the world.

Innovative workforce practices like flexible work arrangements and leveraging contingent workforce have emerged as the two most effective measures to counter this challenge. Engaging employees in such complexities has become an even more daunting task.

Talking about employee engagement, traditionally, it is the 'regular employees' who are covered under the ambit of various employee engagement initiatives. However, from airline to online almost all the businesses today are banking on differentiated customer experience to win in the market place. Customer experience is derived from the service provided by the last mile service provider whether a delivery boy, a ticketing agent or the attendant at the retail counter. More often than not these people belong to the contingent workforce category. Organizations have done irrefutable damage to their own business interest by undermining the importance of managing engagement of the frontline staff; often the contingent workforce.

As the global leaders in workforce solutions, we know that an organization's ability to create high performance culture is directly proportional to the rigor it puts in, positively impacting the level of engagement of its employees across levels. Best in class

organizations have adopted structured approach to measure and continuously improve the level of engagement of the contingent workforce.

So what does it take to engage the contingent workforce?

1. **Focus on creating a unified experience:** An organization that aspires to create consistent customer experience cannot do that without creating a consistent employee experience. Seemingly insignificant things like different badges, restricted access (apart from security reasons), non-availability of parking facilities, differentiated (read diluted) benefits etc. have a significant bearing on the associate experience. Organizations must stop this quasi discrimination of the contingent workforce and provide common environment to each and every person impacting its customer experience. The other important aspect of managing employee experience is employee issue resolution. Organizations need to make sure that the concerns of employees are addressed in an effective and efficient manner. Contingent employees often feel lost between the staffing organization and the employer. The employee does not care about who is responsible for what; all s/he wants is his/her issue resolved. At ManpowerGroup we have set up dedicated employee helpdesk to ensure that associate queries and issues are resolved within pre-defined SLA. At times, we have even been able to provide services to our associates that are better than what the client organization is providing to its 'regular' employees; leading to employee delight and better customer experience.

2. **Constantly measuring and improving employee experience:** Much has been said and written about the importance of employee surveys. It is an irony that some of the best in class organizations have also deliberately left out contingent workforce from employee surveys. Not only is it important that the organization assesses the level of employee engagement through a periodic survey,

it is mission critical for an organization to constantly listen to the employee sentiments across social media and other platforms. Organizations have greatly benefitted from the advanced sentiment analysis and pulse measurement that we have developed with Right Management for our clients as well as internal applications. At no point should temporary/contractual workers be made to feel that they are a separate part of the system.

3. **Robust On-boarding and Off-boarding programs:** While intuition may say that contingent workforce is transient, experience has taught us that proper onboarding of the contingent employees is of utmost importance. When we work with the best known brands across the globe to help them succeed in their businesses, we make sure that the people who represent the brand are emotionally connected to the brand. Imagine the impact on business of a retailer if the person delivering your order is not displaying its brand attributes! It is important that they not only understand their job profile, but also the organization structure, culture and environment. The customers in the 'Human Age' are demanding and expect consistency of experience while dealing with a brand. Effective onboarding and induction also is known to create a unique sense of empowered belonging in the contingent workforce, that has a direct bearing on the customer experience, there by the organization's top line and bottom line. Not only is it critical to on-board the contingent employees properly, equal emphasis is to be put on off-boarding the employees when the need comes. Whether on account of downsizing or project closure, when organizations have to let go of people, especially the contingent workforce it needs to ensure that the process is handled professionally. Regardless of setting the right legal framework and expectations, the emotions have to be managed diligently when letting go of people. Not only does it impact the employer brand of the organizations, but also the levels of engagement of the continuing employees.

4. **A 'career' perspective for the contingent workforce:** Organizations cannot avoid the need for providing career opportunities and not just job opportunities to employees, contingent workforce included. According to Mara Swan, Executive Vice President, ManpowerGroup "Understating employee career motivations and aspirations is the key to creating a high performance culture". In many internal studies we have found that the organizations which have been empathetic towards the long term career goals of the employees of the contingent workforce have not only seen higher employee engagement but also a significantly higher internal referral rate. We also found that:

   a. Opening Internal Job Postings to contingent workforce at the frontline levels is a significant motivator and has performance impact.

   b. Providing learning and development opportunities is the key to having a 'career' perspective. At ManpowerGroup, all our 40,000+ associates have access to a multitude of learning opportunities. The learning needs of our associates in the domain of complex skills like consulting, engineering, IT etc. is also addressed through various interventions. This not only ensures that our associates' capabilities are world class but also renders them fully engaged.

5. **Building an inclusive culture:** The need of inclusivity for the contingent workforce is more pronounced than that of regular employees. While non-inclusivity in the regular employees may have a neutral impact on the engagement, we find that in case of contingent employees excluding them from off-sites, unclassified organizational announcements, birthday celebrations etc. leave a bad taste. This emotional discontent tends toward depleting engagement, subsequently leading to loss of morale and productivity. 25% of the departing employees have reported leaving jobs seeking 'better work culture' and inclusivity, both being among top drivers of engagement for the contingent workforce.

6. **Rewards & recognitions:** Many organizations across the globe have implemented uniform reward & recognition practices for permanent and contractual employees. It gives the employees an equal and fair appreciation for the good work done. The other element that gets covered is giving contractual employees equal chance for growth within the organization.

In the age where macro-economic factors are so volatile, uncertain, chaotic and ambiguous; organizations need to focus their complete energy on factors that are within their influence. It is time that organizations look at front line as well as contingent employee engagement as a key business imperative, and take the necessary steps to positively impact the same.

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Social:

The new driver of human connections and engagement

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Today, we are at the cusp of a huge transformation in the outlook of enterprises, a shift from the traditional focus on back-end optimization and creation of records-oriented processes to value generation through front-end digitization. This transformation and value creation can only be driven via empowerment and engagement of the workforce and the creation of a culture of collective intelligence through collaboration, interactions and instrumentation. 'Social' has fast become the central tenet of this shift.

This new age of social business is defined by the ability to harness, cultivate and leverage human connections. And, navigating this change and the impact it is having on every aspect of a company, from operations to supply chain, from marketing to product development, has become the next big challenge for companies. How can enterprises master employee engagement in this age of 'social' business?

First, social should not be viewed as a new technology that needs to be adopted. Rather, we need to rethink our approach so that social forms the very framework that underpins all existing business processes. The true value of social will be realized only when enterprise business processes and people engagement intersect in a manner that enhances these processes, making them significantly more efficient and productive, which will in turn drive both employee engagement and business profitability. Rethinking existing processes through a social business lens is already delivering returns for companies, as they see benefits in HR, sales, marketing and product development by increasing the level of collaboration, access to collective knowledge and resources, and real-time communication among employees.

Next, a truly rewarding journey using social needs a cultural and mindset change which recognizes that we need to make a conscious shift from "this is the way it's always been done" to "we need to evolve with the rapidly changing times." The technology and tools can merely facilitate this shift. The true success of social business will emanate from a culture and work environment where a common pool of knowledge is created through consistent sharing and participation between community members, team members or teams. The recognition of the need for this change and the determination to make it succeed should permeate to all levels of the organization. This cultural behavioral change needs to start from the top.

The technology is necessary but not sufficient in itself. Without the right technology platform to build on, the organization would not be able to undertake the long-term transformation journey. The technology platform should have the capacity to extend the enterprise capability beyond social networking to enable social content and social analytics and provide extensive social integration capabilities for cloud and mobile.

Today, a number of leading organizations have realized the need for the shift to becoming social enterprises, and are using social technologies to engage employees with a superior digital experience, improved workforce productivity and accelerated business growth.

A recent IBM enterprise social-adoption study found that out of the five key social entry points in the enterprise, at least three were employee-focused: internal and external collaboration; building, educating and protecting the workforce; and finally, mining community expertise. The study also mentioned four key dimensions to concentrate on when deploying social technologies: strategy, implementation, involvement and metrics.

Organizations must focus on repeatable business patterns for implementation and adoption across the enterprise. This allows them to track repeatable and measurable people interactions dynamically. An example of this is in the area of predictive hiring, where companies can proactively search out best-fit talent for specific positions based on technical and behavioral skills and cultural fit, and fast track the onboarding process for new talent. This leads to higher levels of

employee engagement across the employee life cycle.

The value of sharing and efficiency of an organization increase when we put people at the heart of the system so they can derive value out of each other's experiences, helping them collaborate real time, making faster decisions and delivering value. The benefits of collaboration have long been apparent. While we are indeed seeing traction, the 'science' of collaboration is just emerging. We are beginning to better understand how collaboration works and how to foster human connections across complex networks, create new models of people engagement and cultures of transparency. In many respects, trust and data are the two facets of a social business. To facilitate both fact-based consensus and data-driven innovation discoveries, data must be democratized. Our studies have shown that the most analytically sophisticated organizations share data more freely. Once they do so, the power structure is altered, effectively flattening the organization and creating a culture of openness and transparency that leads to deeper people engagement.

Employee Motivation and Engagement

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The achievement of competitive advantage takes time and requires the explicit management of a number of factors like strategy, structure, technology, products and services, and people. Among these, the one of central importance is PEOPLE. Organizational excellence is achieved when people perform their tasks with passion, commitment and dedication. When they do this, high levels of productivity and quality of work are achieved.

Organizational excellence starts with performance of people. It is what people do or do not do that ultimately determines what the organization can or cannot become. It is their dedication and commitment to organizational goals that makes the difference. Whether organizational goals can be achieved will depend on the willingness of its employees to make the necessary contributions. It is the performance of these people that is the true benchmark of organizational performance.

The job of a manager is to develop and promote behavioral patterns that are consistent with the achievement of goals. This would have been a simple matter if employees could merely be told to do what should be done. Unfortunately, it does not work that way. People are not machines. Their actions are, to say the least, multi-determined.

The issue then is not to tell, but to motivate and engage your employees. To do that, we need to first understand and recognize what motivates people to engage them?

There is evidence to suggest that the following initiatives or processes motivate and engage people:

1. Be an Employer of Choice

To engage the best talent and keep employees motivated, many organizations now invest in their image as an Employer of Choice. Now, being an 'Employer of Choice' means that the organization has created a great working environment within their business, which also means that the best talent want to work for them. This positive employment brand status provides a competitive advantage in retaining the best talent and continuously inspire them.

Employees naturally aim to be part of the so-called "ideal company". But what is an ideal company? It could be defined as an organization where employees are rewarded and recognized for their contributions, learning and development opportunities are available and a part of their development plan. It is also a place where employees are treated fairly and with respect. They do business in an ethical way and opportunities to progress in their career are highly supported, which means they are empowered to do a bigger role, learn new

Drivers of Employee Engagement

Enabling High Performance
- Clarify role
- Agree SMART objectives
- Monitor and support
- Review evaluate
- Appraisal interview

Enabling smart work

Celebrate your employees
- Notice effort
- Reward results
- Celebrate careers

Structured career management

skills, whole able being able to create and expand their circle of influence.

2. Implement an open door policy

Listen to and incorporate ideas from employees. No one is as smart as a group. Employees who see their ideas taken seriously and incorporated into the business in a timely manner feel they have a stake in the success of the business.

3. Foster a culture of honesty

Closed door meetings are necessary to any organization, but should be kept to a minimum. Trust your employees enough to keep them in the loop on as many decisions as possible. Believe that secrecy fosters suspicion and makes for an uncomfortable work environment.

4. Make sure remuneration is competitive

Even if you don't have to pay the highest total earning scale in the industry make sure your wage scale is synchronized, fair and reasonable. Ensure that the pay scale is appropriate to the position.

5. Look at Employee productivity

Employees who are working absurd hours are going to leave, especially if they are "exempt" employees who don't receive overtime pay. Overworking employees and requiring obscene amounts of overtime is counterproductive. Exhausted employees aren't good employees. Aim for SMART WORK not HARD WORK!

6. Examine your corporate culture

Even at work you treat each other as members of the family. This fits well with our ManpowerGroup global values.

7. Set clear expectations

Let your employees know what's expected of them to create a much more pleasant working environment. Clear and predictable consequences for not carrying through also will make the working environment less stressful.

8. Celebrate your employees

People don't stay in the organization because they are well-paid. They stay because they feel needed, appreciated and valued.

Motivation and Engagement are not simple matters. They are in fact complex in process. An organization's primary task is to **motivate people toward excellent performance - not once, not usually - but all the time.**

Maintaining & Leveraging Engagement in turbulent times –
The Asia Pacific IT Industry story

An interview conducted with Mr. D.P. Singh, *Vice President and Head HR - IBM, India and South Asia*

D.P. Singh
Vice President and
Head HR
IBM, India and South Asia

The IT Story in the Asia Pacific has been one with very interesting beginnings and multi-fold fast paced growth! With the late 1990s and early 2000s having seen a big boom in demand for outsourcing of IT services and business processes, the IT industry has grown tremendously. According to the Economist Intelligence Unit (EIU), between 2001 and 2010, IT services spending in Asia doubled from US$45.6bn to US$90.7bn. Despite the sombre global economic outlook, the EIU forecasts that IT services spending in Asia will reach US$141.3bn by 2016. Seeing this growth, MNCs have been making their presence known in the region by not only setting up shop there for more than 15 years now, but have also been investing in the region's economy for future infrastructure set up, business creation, innovative research and talent development. Philippines, after India has become a hub for low-cost research/service centres for the IT industry giants. The number of entrepreneurs willing to start up their own businesses has also been increasing at an increasingly fast pace, owing to the encouraging and dynamic business environment. For example, India, the fourth largest base for young businesses in the world and home to 3,000 tech start-ups, is set to increase its base to 11,500 tech start-ups by 2020, as per a report by Nasscom and Zinnov Management Consulting Pvt. Ltd. Similar stories can be shared for other countries where many new businesses have been started, and the growth of these new businesses is supported by the volume of mobile talent available.

What aided this growth was the cost effectiveness of resources along with the availability of highly skilled talent at a much lesser cost compared to any other part of the world. However, over the half last decade, the increasing pressure of talent availability has eroded that advantage. We also see an increase in the global attrition levels, with a recent Towers Watson report sharing the global average to be at 11.20%. Whereas Asia Pacific is at an average of 13.81%, India is marginally above that figure at 14% attrition rate. Hence, there is a need to innovate and create new business models to allow for sustainable growth.

The next phase of growth and innovation will come from the competitive advantage called Talent. Never before in the history of the IT industry has the role of employee engagement been more pronounced than any other business enabler.

In conversation with Mr. DP Singh, Vice President and Head HR – IBM, India and South Asia we discussed interesting perspectives of the evolved problem of employee engagement in the IT industry in the Asia region.

Q&A

This industry is well-known for being a long time practitioner of engagement. Given the constant change in the business landscape – the Human Age we are in - how has the manifestation of Engagement evolved?

Any industry where the cost of talent is high but the availability of skilled workforce is low, talent becomes a differentiator in the market place. This leads to the need for organizations to better understand what it will take to attract and retain their employees, which can be started by first measuring engagement levels and its drivers. Research has established the fact that a highly engaged employee is most productive, and also will contribute more to the overall efficiency of its processes.

There are multiple drivers of Engagement. In the Human Age the significance of engagement is far higher. An engaged employee can help the organization and its leaders to navigate through volatile and uncertain times. High engagement becomes pivotal to an organization's success. On the other hand, if the business landscape is volatile, uncertain, complex and ambiguous, then it can definitely impact the engagement levels very quickly. In this environment the employee needs to have confidence in the organization's vision and plan for the future, because this translates to confidence in the fact that the employee will have a long term career if he or she sticks with the organization.

Another key driver of engagement in the Human Age is that the leadership has to constantly communicate the vision and mission of the organization. The various department heads or leaders will also have to cascade the same vision down the hierarchy in a way that is inspiring and can be easily understood by employees.

In summary the higher the volatility, the higher the engagement climate one needs for an organization to succeed. In the Human Age despite the challenges, businesses still need to innovate to maintain their competitive advantage. Hence, annual engagement surveys need to be accompanied with quick pulse checks and frequent sentiment analysis.

How are the larger micro and macro-economic factors impacting the engagement of the workforce? Why is it more of an uphill task to engage employees today as compared to a few years back?

Globally the market place is transforming. The internet of things and evolving technology is having significant impact on global economies. Today's world is flat and this means the impact travels faster. This has forced governments and organizations to transform. Transformation forces change and this translates into resistance, confusion, anxiety, new learning, and with an overall impact on status quo. All these impact engagement. When a person is uncertain of his/her future, they tend to be less engaged.

On a macro level it is about the country, the industry, the organization. It is how the leadership inspires confidence in the future through a well-articulated vision. It is also how the organization provides exciting work and opportunities for its employees. In addition to this, engagement can also be driven by how organizations demonstrate genuine responsibility towards their employees and the communities in which they operate. Where contribution to work is valued and recognized, and continuous improvement is the mantra.

What are the top 3-4 challenges in context of engaging employees that the industry is grappling with today? What impact does this have on the business?

Flat Structures: The industry is quickly flattening its structures. This means some roles need to be changed, which in turn lead to uncertainty and overlaps in responsibility.

Evolving Technology: Another challenge is technology. With the advancement in technology, new skills are required on a continuous basis. But how quickly can we expect employees to demonstrate higher skills in a specific work area or learn a completely new skill?

Attrition: Churn in employee population requires a continuous reassessment as engagement levels can change. Even more so for employees who are stay with the organization, as it is important to understand what keeps them loyal.

Access to Information: With information being available at the snap of our finger tips these days, there is a great impact in expectations. This in turn has a strong impact on engagement because the talent calls the shots.

Given that engagement drivers & challenges have changed, do you think efforts to engage employees have kept pace accordingly? How has the role of a manager evolved?

Given that engagement drivers and challenges have changed, I think that organizations have not kept in pace with the measurement of engagement. Organizations cannot wait for the yearly engagement surveys any longer. They need to create small pulse surveys. Organizations also will need to assess the employee sentiments across internal and external social technology platforms.

The role of managers has further evolved. The manager of today is not required to provide knowledge. Knowledge has become more of a commodity and is freely available. The manager today, is expected to provide clarity on goals and deliverables, coaching, recognize efforts and celebrate successes. The manager has become more of an enabler than the driver of performance.

How have traditional practices to drive engagement changed? What in your opinion do organizations need to do beyond the obvious to drive engagement?

The initiatives or action items that an organization needs to do beyond the obvious to drive engagement is the frequency of engagement surveys, continuous measurement; understanding the drivers, leveraging social platforms to engage employees. They also need to make roles exciting; provide learning opportunities/ experience, promote open communication, diversity, inclusion and collaboration. Organizations need to change their vocabulary to one that helps generate engagement.

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