HOW BIG IS THE PROBLEM?

What impact do you as an HR professional feel layoffs and reduction or elimination of programs and benefits will have on the remaining employees?

Source: *Voice of the Employee: How to Overcome the Morale Crisis with Increased Communication and Recognition*, Globoforce, June 2009
WHAT ARE POTENTIAL SOLUTIONS?

Source: *Voice of the Employee: How to Overcome the Morale Crisis with Increased Communication and Recognition*, Globoforce, June 2009
BEST PRACTICES...

➢ Communicate clearly (accessible, open, frequent)

➢ Show employees you respect and value them (personal ‘thank you’; feedback on individual strengths)

➢ Build career paths (build new skills; offer opportunities to learn; connect with individual purpose)

➢ Remember that recognition provides higher ROI than bonuses (make it personal)

➢ Recognize everyone, not just top performers (build commitment for all)

Source: *Voice of the Employee: How to Overcome the Morale Crisis with Increased Communication and Recognition*, Globoforce, June 2009
MORE BEST PRACTICES...

- Capitalize on “engageable moments” (employer behavior at critical points can win or lose the engagement effort)
- Demonstrate strong leadership (communicate institutional plans and progress)
- Actively manage change (connect employees to institutional progress—vertically & horizontally)
- Focus on the customer
- Develop equitable rewards in whatever forms are possible
- Invest in the core (ensure that all core contributors are engaged)

Source: Towers Watson, 2008-09 WorkCanada Survey
EXPONENTIAL ENGAGEMENT

Figure 1. Our model of exponential engagement

- Attachment to the company and willingness to give extra effort
- Individual physical, social, and emotional well-being at work
- A work environment that supports productivity and performance

LEVERAGING ENGAGEMENT

Figure 2. Net profit margin (one-year) by engagement and enablement

WHAT’S IMPORTANT FOR SUCCESS...

Figure 8 | Watson Wyatt Four-Factor Model of Employee Effectiveness

Motivated to help organization succeed

Commitment

Have training, resources, tools and equipment to do their jobs

Enablement

Know what to do to make organization successful

Line of Sight

Understand and live up to their organization’s values and expect the same from others

Integrity

Source: Towers Watson, 2006-07 WorkUSA Survey
### What Drives the Generations?

**Source:** Towers Watson, *WorkUSA Survey*, 2006/07

<table>
<thead>
<tr>
<th>Key Drivers</th>
<th>Under 30</th>
<th>30-39</th>
<th>40-49</th>
<th>50+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strongest</strong></td>
<td>Customer Focus</td>
<td>Strategic Direction/Leadership</td>
<td>Customer Focus</td>
<td>Strategic Direction/Leadership</td>
</tr>
<tr>
<td><strong>2nd Strongest</strong></td>
<td>Strategic Direction/Leadership</td>
<td>Customer Focus</td>
<td>Strategic Direction/Leadership</td>
<td>Customer Focus</td>
</tr>
<tr>
<td><strong>3rd Strongest</strong></td>
<td>Training and Development</td>
<td>Performance Leadership</td>
<td>Process Improvement/Innovation</td>
<td>Benefits</td>
</tr>
<tr>
<td>Large Direct Impact</td>
<td>Pay and Benefits</td>
<td>Pay</td>
<td>Pay</td>
<td>Pay</td>
</tr>
</tbody>
</table>

*Figure 13 | Drivers of Engagement Vary by Age*
TOWERS WATSON HR METRICS MODEL

THE GOAL IS TO PRODUCE  V-A-L-U-E...

V = Viable

A = Alternatives

L = Leading to

U = Uncommon

E = Engagement