

Build It

The Rebel Playbook for world class employee engagement

Glenn Elliott and Debra Corey

The problem with employee engagement is that we are not doing anything to make fundamental changes to our disengaging workplace practices.

Engagement is proven to deliver business results. Companies still struggle to take meaningful and effective action to make things better.

Change brings better outcomes for the consumer, but instability for the employee

Great cultures are full of openness, honesty, courage, connection to the customer and vast swathes of passionate , engaged employees.

Employee engagement is a journey, not a destination

Actions make company culture, not words

**Lying to our staff, telling half truths,
withholding information and compulsive
under communicating destroys trust in
organizations.**

‘If you want people to make the same decision you make in a scalable way, then you have to give them the same information that you have ‘ – Keith Rabois

Social media company Buffer posts its employees salaries, the customer pricing model, revenues, grants etc. on a public site. This is radical openness.

Teaching is a profession with high burnout rates. Adam Grant found that teachers who believed in their purpose and who believed that their actions have an impact on the lives of their students handled their job better.

The role of leaders is changing. Leaders today need the support of their people. This is called leadership by consent

Positional authority has weakened for leaders, today they need to care about their people since leaders run the double risk-being fired by the boss or rejected by their own staff.

10 things great leaders do according to Millennials

1. Own and live the company values
2. Communicate openly and early
3. Inspire people to reach higher
4. Own their mistakes
5. Recognize wins and hard work
6. Trust people
7. Make the right decision, not the popular decision
8. Add value to teams, help them succeed
9. Have the courage to be naked and visible
10. Take care of people

**Leaders need to eliminate all the barriers
between them and their people if they want
to be trusted**

Policy and practice is rarely aligned with values in a company

The truth is that there is no such thing as a permanent job

You should do a job as long as you love the job and the job loves you and as long as the customer needs it to be done

People become efficient parts of a production machine.

Organizations need to build high engagement jobs

You can hire the best people, design the best jobs, and have an engaged workforce you don't get learning right, your organization is bound to underachieve.

Companies cannot own learning – only people can.

Learning employees create better productivity and innovation, have higher *retention and spread culture of learning.*

Companies need to create development plans to help a young workforce

Our research says that 72 % of employees feel that a simple 'thank you' would feel them feel more motivated and build morale.

Recognition based on tenure, called long service awards is an old trick and it isn't working.

Only some of our people are money motivated. Pay is a brutal disengager and demotivator

**Badly designed incentives can turn
connected business processes into
disconnected silos**

Glassdoor global salary survey found that 70 % of employees believed pay transparency would be good for employee satisfaction.

When we think of the workplace , we need to think of the hardware and the software, it is no use having a great looking office if the technology on the desks doesn't work seamlessly.

Well being is no longer a 'nice to do' for companies, it is a 'have to do'

Physical well being is about helping employees with healthier eating and activity, mental well being is helping employees deal with stress, depression and mental illness and financial well being is helping employees with money management. 53 % of employees are stressed about their finances.

We need our people to do more than show up these days.

Well being isn't a benefit anymore, it is a key people strategy.

HSBC has an 'exchange' session where managers just listen and cannot speak. Employees can talk about anything

Discovery channel has an 'impact day' where the employees give back to society in any form of voluntary work.

Interface used a system of 'genuine truths' built from the bottom up, truths about the company to craft their values.

Culture fit is a two way street now.

Dunelm, a UK company has an always on feedback mechanism-it is based on the net promoter score and asks employees two questions – would you recommend Dunelm to someone else and what is going well, not going well and what can be improved.

Our jobs have been organized from the production methods. Hence jobs are organized for efficiency and not personal fulfilment.

In the valve corporation, employees desks have wheels, employees can wheel their desks to be near other employees whose work impacts them the most!

At Venables bell and partners, they have some unique awards , one of them is the golden toilet award , given to an employee ‘who takes care of the shit gracefully and with class’. The employee get a full scale golden painted toilet for handling a mess created by others.

