

Increase Productivity through Employee Satisfaction

PEBA Annual Forum 2010

About Us:

- ▲ Pinnacle Group, a leader in business consulting, specializing in Human Resources, Training & Development, Organization Development and Business Operations solutions has the ability and expertise to understand challenging business situations and to implement the right solution.

Discussion Starters...

How do you know your employees are satisfied?

Why do YOU care?

“Without the ability to mobilize others, the smartest people with the grandest visions will accomplish nothing.”

Jim Kouzes

Employee Satisfaction: A Question of Logic

If A...then B

If B...then C

If C...then D

Therefore If A...then D

Employee Satisfaction: A Question of Logic

If Satisfaction...then Engagement

If Engagement...then Productivity

If Productivity...then Business Results

*Therefore if Satisfaction...then
Business Results*



Employee Satisfaction

A Definition:

Employee Satisfaction is the extent to which an employee feels that the company meets their expectations at work and satisfies the implicit and explicit contracts with them.

Source: Adapted from "Employee Motivation: A Powerful New Model", Harvard Business Review 2008



Employee Engagement

A Definition:

Employee Engagement is the heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to the work at hand.

Source: "The Conference Board"

Engaged Employee Organizations...

- ▲ 2.6 times more growth
- ▲ 12% higher customer advocacy
- ▲ 18% higher productivity
- ▲ 12% higher profitability

 Source: Gallup February 2009

Why people leave: what companies believe vs. the reality

▲ 89% of managers believe employees leave for more money

▲ 88% of employees leave for reasons other than money

Five Reasons Employees Leave

- ▲ Poor Management
- ▲ Poor Communication
- ▲ Lack of Recognition
- ▲ Lack of Teamwork
- ▲ Poor Senior Leadership

CONDITIONS of CULTURE

our *Experiences*...
drive our *Beliefs*...
drive our *Actions*...
drive our **RESULTS**...



Employee Satisfaction and Human Motivation



Motivators

Extrinsic

- ▲ Someone else wants you to do
- ▲ Finite energy resource
- ▲ Generated externally
- ▲ Fine for routine tasks
- ▲ Offer “if – then” rewards
- ▲ Inspires rule following

Intrinsic

- ▲ You want to do something
- ▲ Sustainable
- ▲ Generated internally
- ▲ Best for any task that requires new or creative thinking
- ▲ Offer “now that” rewards like feedback and praise
- ▲ Inspires critical thinking

A New Model for Human Motivation

 Source: Adapted from “Driven – How Human Nature Shapes our Choices”

Drive to Acquire (D1)

To seek, take, control and retain

Drive to Bond (D2)

To form social relationships and develop commitments with others

Drive to Competence (D3)

To know, comprehend and act upon the world

Drive to Defend (D4)

To defend self and/or valued accomplishments, people, beliefs, etc. from perceived threats

Drive to Acquire

- ▲ Objects (money, food, clothing)
- ▲ Experiences (travel, entertainment)
- ▲ Events that improve social status (corner office, membership on a project)

Drive to Bond

- ▲ Fulfilled only when the attachment is mutual
- ▲ Draws people into cooperation with one another
- ▲ When met it can be associated with feelings of belonging, loyalty, fairness, partnership and alliance
- ▲ When not met it can be associated with feelings of anger, frustration and betrayal

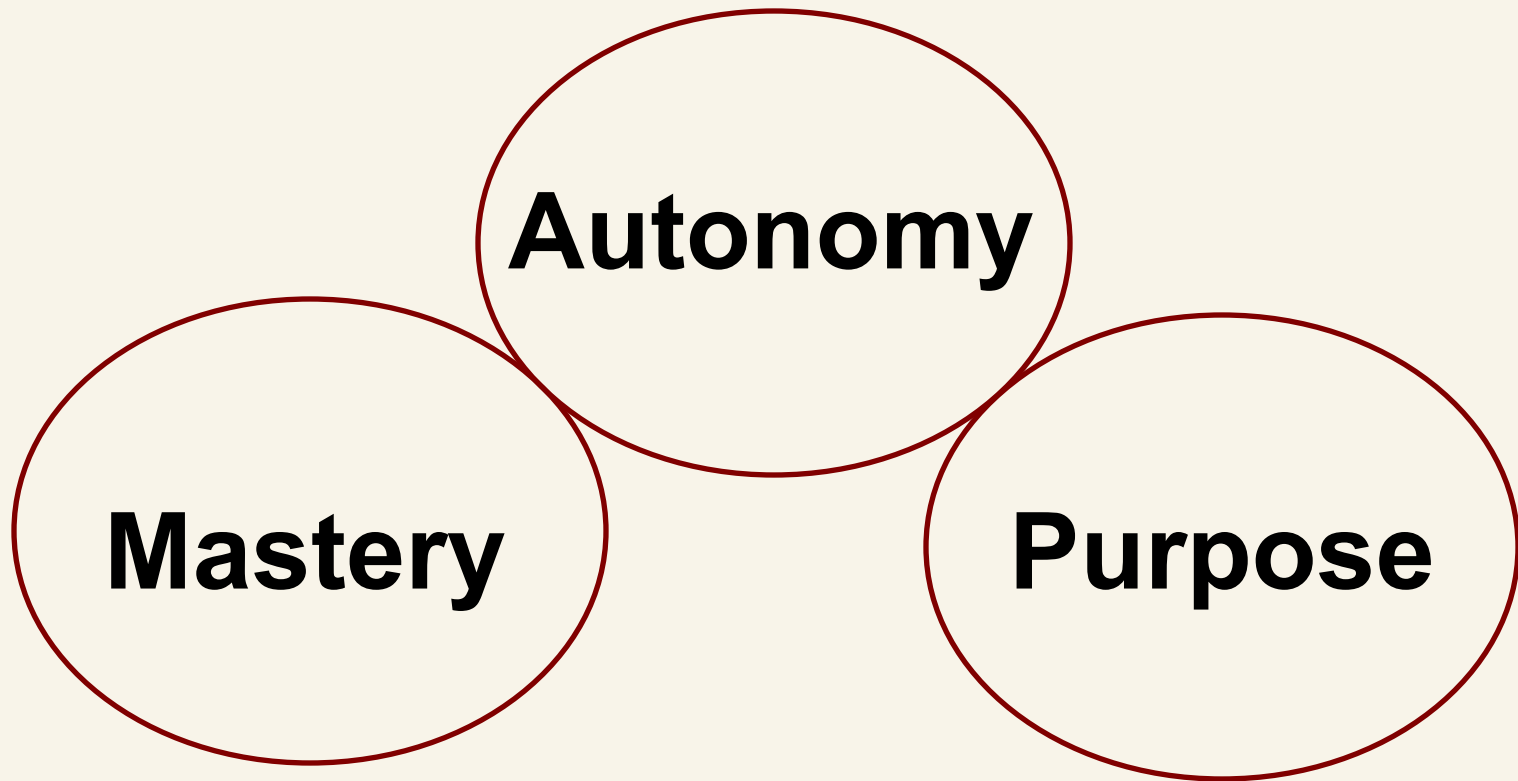
Drive to Competence

- ▲ To satisfy curiosity and/or make sense of things
- ▲ To be challenged; to learn and grow
- ▲ To offer a unique view and/or contribution to a task, process or event

Drive to Defend

- ▲ This drive is always reactive or reflexive based on an actual or perceived threat
- ▲ Reveals itself in emotions such as; fear, anger, anxiety, caution, resistance to change, etc.
- ▲ Manifests itself not just in emotional reactions but also as requests to have or create mechanisms for equity and fairness

What Motivates Us



 Source: Adapted from “Drive – The Surprising Truth about what Motivates Us”



Inspiring Engagement



Process for Inspiring Engagement

- ▲ Collaborate with each person to identify any gaps in the Drive model
- ▲ Collaborate on ideas for closing those gaps
- ▲ Source opportunities and strategies for closing Drive gaps

Inspire Engagement Tomorrow

- ▲ Determine the cost of unengaged employees to your organization and communicate it to leadership (i.e. rate of absenteeism, turnover, reduced productivity/quality, etc)
- ▲ Review HR policies/processes to assess their alignment or misalignment with engagement
- ▲ Create a strategy to build an engagement culture

Total Rewards

▲ Compensation

▲ Benefits

▲ Work-Life

▲ Performance &
Recognition

▲ Development and
Career Opportunities

With Questions or For More Information

Suzanne McCall

Senior Consultant

smccall@pinnaclegroupbrs.com

610.930.2115

www.pinnaclegroupbrs.com