

The Real Employee Experience

How feeling **connected** has a positive impact on happiness, health and business results



15 July 2020

Tom Plug for
THE CONFERENCE BOARD 

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David A. Dye, PhD
Program Director, US Employee
Engagement & Experience Council



Tom Plug
Council Director, EU Employee
Engagement & Experience Council

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“employment relations that are strong, heartfelt **connections** create the most value for individuals and organisation”



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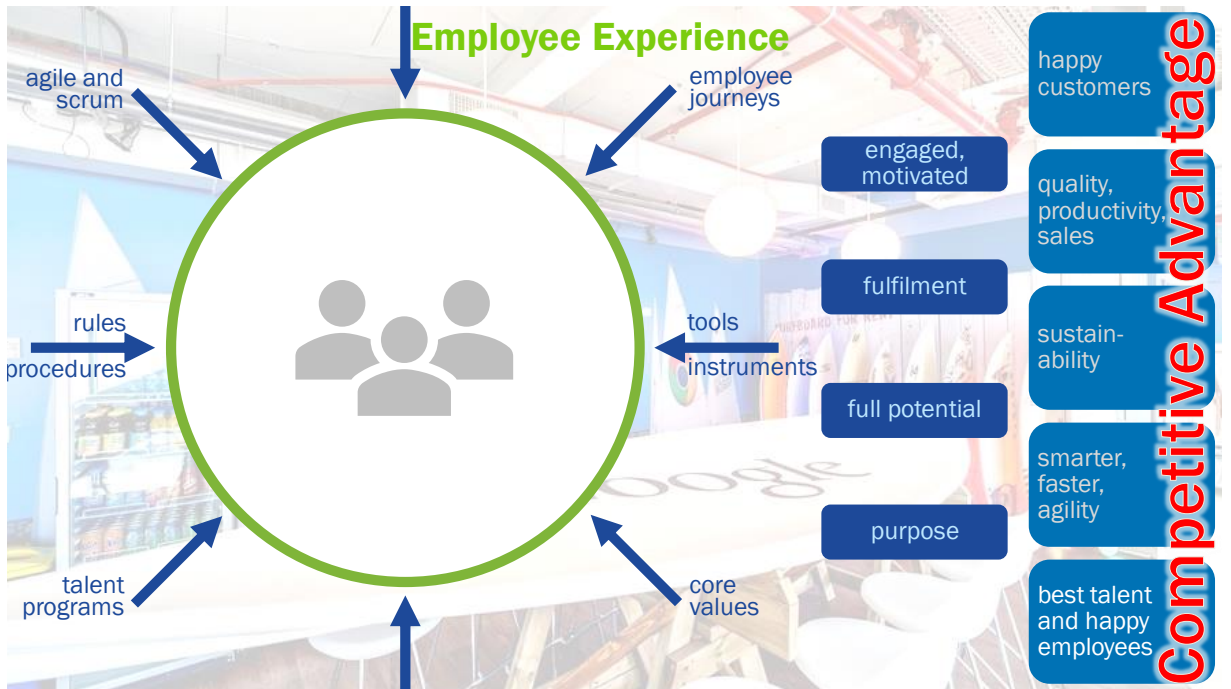
how to bring the magic to life

the magic of the Seeking System

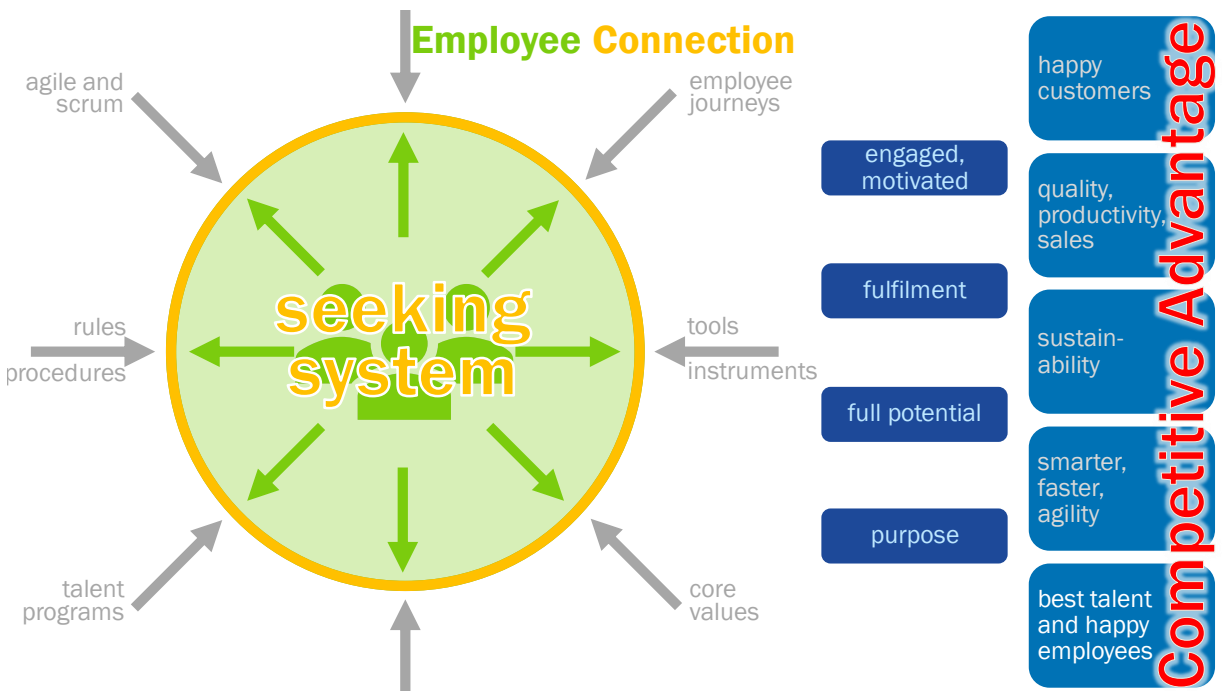
its impact on the employee experience



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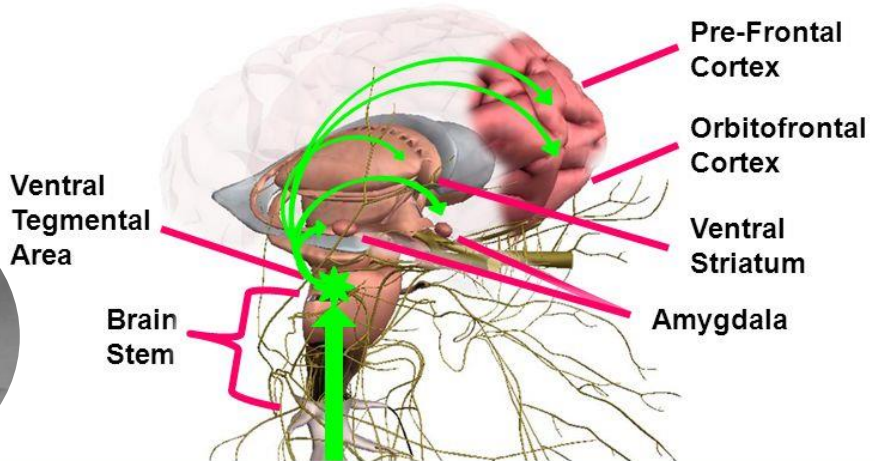
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Panksepp's Seeking System

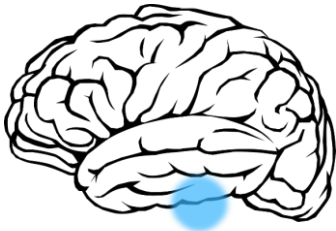


Jaak Panksepp



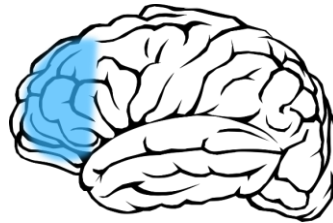
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seeking system



motivates us to explore the world, to learn and to survive

prefrontal cortex

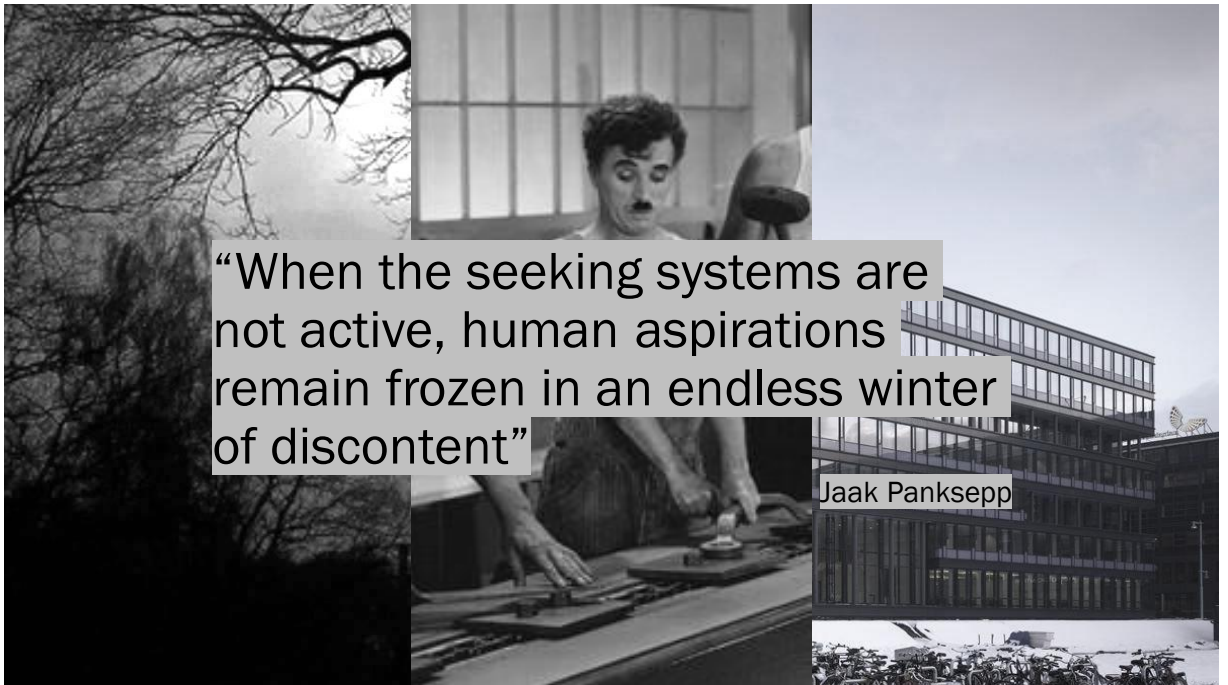


enables us to plan ahead and make decisions

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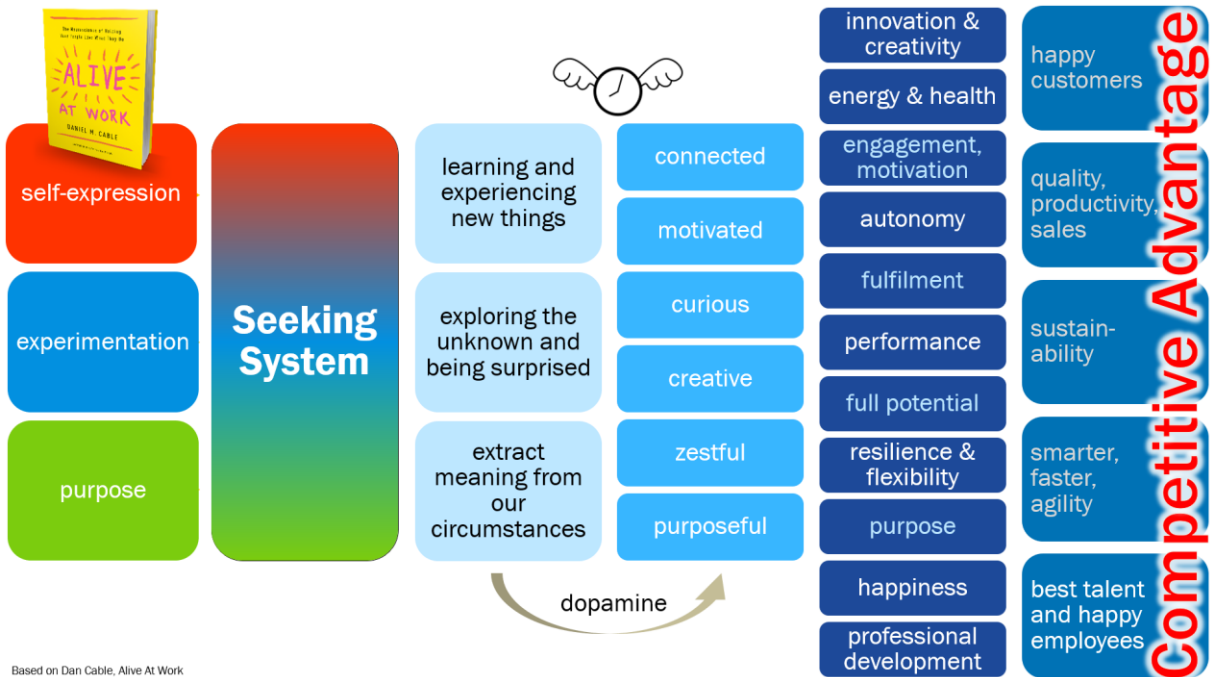
“When the seeking systems are not active, human aspirations remain frozen in an endless winter of discontent”

Jaak Panksepp

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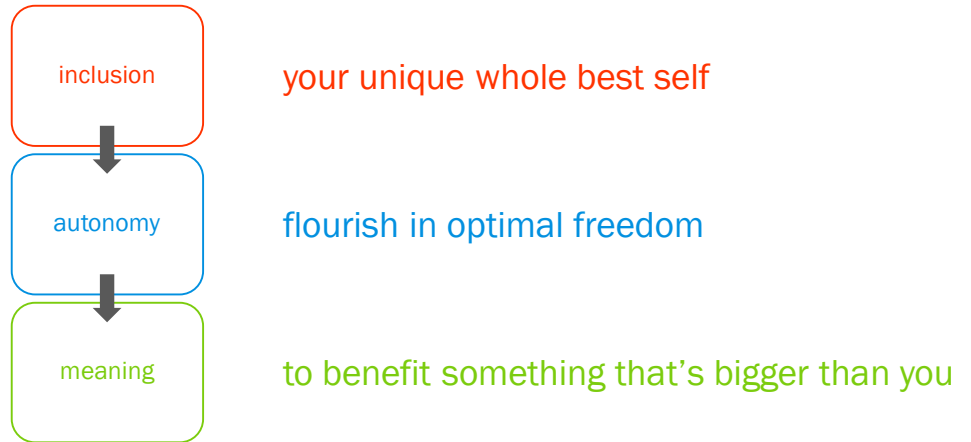


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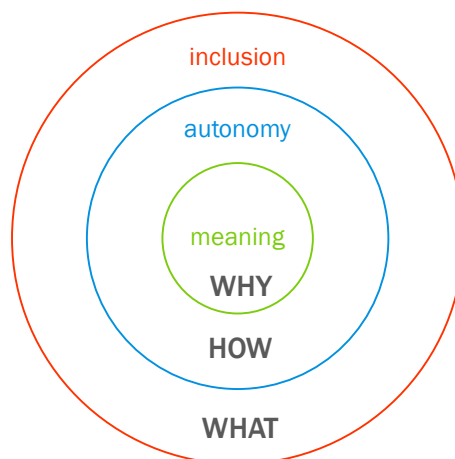


Based on Dan Cable, Alive At Work

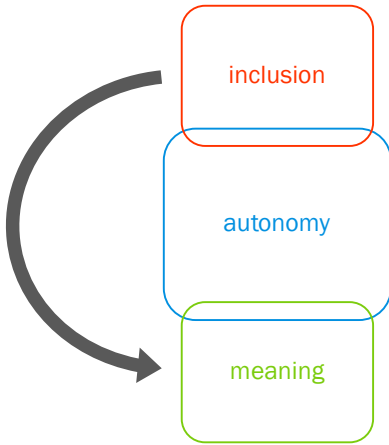
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let
your unique whole best self
flourish in optimal freedom
to benefit something that's bigger than you

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self-expression	demonstrate and deploy your unique skills and competences		turnover: -57% customer satisfaction: 61% > 72%
experimenting	discovering new things by experimenting in a safe environment		KLM Shows How to Use Social Media During Ash crisis, and Air France How Not to Gartner.
sense of purpose	causal link between what we do and our contribution to the success of the team and/or the greater whole		142% more time 171% more money

Input from Dan Cable, Alive At Work

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“Call it a clan, call it a network, call it a tribe, call it a family. Whatever you call it, whoever you are, you need one.”

- Jane Howard

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n=1,000

Cable, Gino, and Staats: "Breaking Them In or Eliciting Their Best?"

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East

Bangalore

what **three words** describe you best?

what is **unique** about you that leads to **success and happiness** at work?

write a **short story** about a situation where you were **at your best**

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Wipro Study

Dan Cable

in collaboration with
Deloitte



Cable, Gino, and Staats: "Breaking Them In or Eliciting Their Best?"

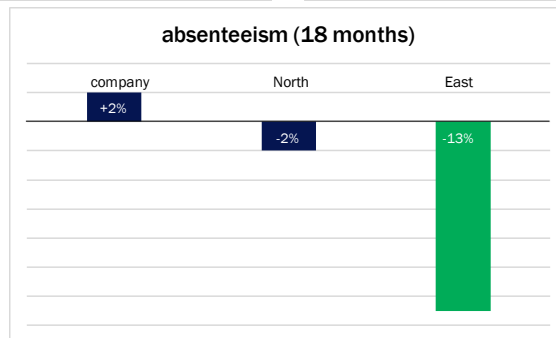
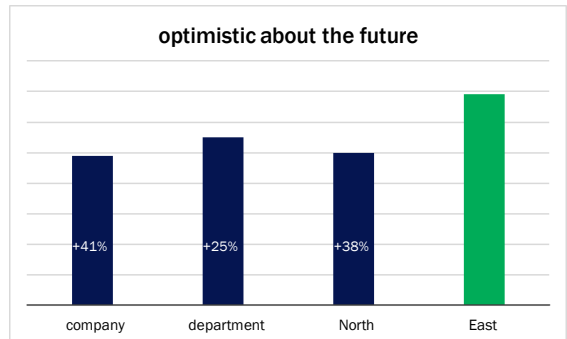
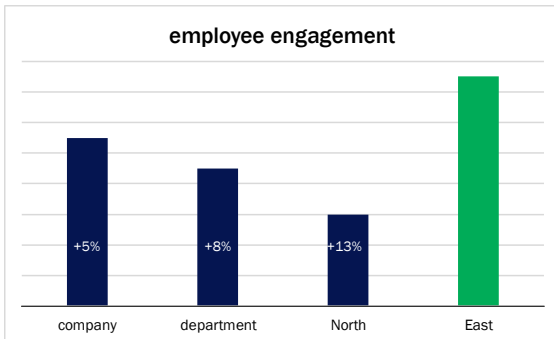
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participants: 1,000
Personal Identity: $1/3 \times 1,000 = 333$
turn-over before: $50\% \times 333 = 167$
turn-over after (57% less): $21.5\% \times 333 = 72$
less people quitting: $167 - 72 = 95$

$95 \times \$10,000(?) = \$950,000$
(excl. costs of hiring and higher customer satisfaction)

investment: 1 hour
not extra but different (and more fun!) ♥

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Inclusion

is...



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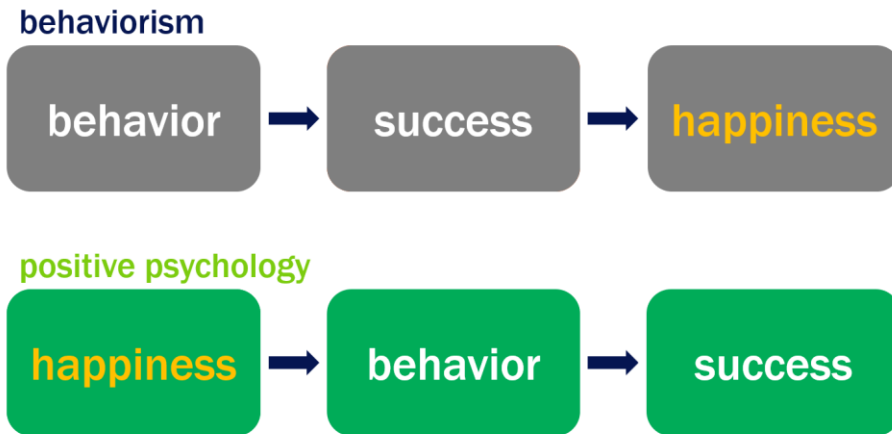
Impact of inclusion on the employment relationship



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Happy is a good thing!

if you want success



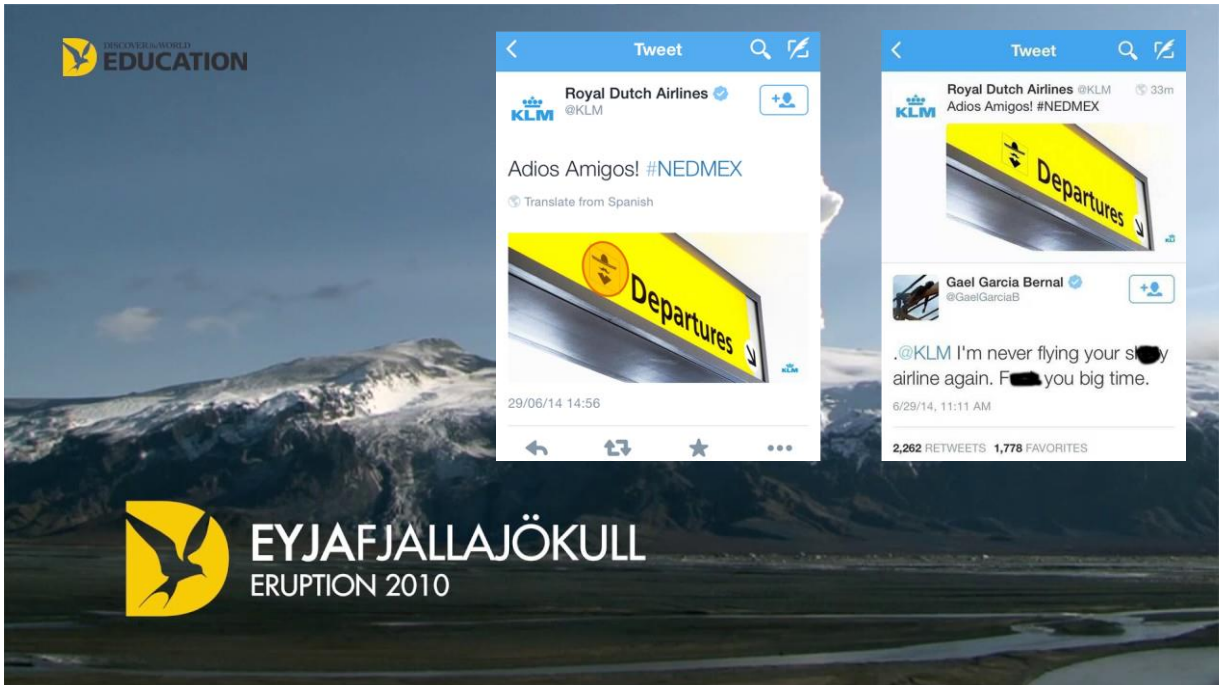
Based on Martin Seligman, Authentic Happiness

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“That without experimentation, a willingness to ask questions and try new things, we shall surely become static, repetitive, moribund.”

- Anthony Bourdain

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Behaviour

High-quality Connections (Jane Dutton, Emily Heaphy)

Short-term, dyadic interactions

marked by **mutual positive regard**,
trust and active engagement

in which people literally feel more
alive and vibrant



Source: High-quality Connections by John Paul Stephens, Emily Heaphy, and Jane E. Dutton

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Behaviour

Behavioural mechanisms of HQCs

Respectful
Engagement

Everyday behaviours, gestures, talk, bodily postures

- Psychological presence, being engaged
- Actions that communicate affirmation and respect
- Gratitude

Task
Enabling

Interpersonal actions that help someone complete or
perform a task

- Provision of resources (information, support, etc.)
- Giving and receiving

Play

Playful activities

- Playing routines
- Fun breaks
- Games

Source: High-quality Connections by John Paul Stephens, Emily Heaphy, and Jane E. Dutton

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Leadership

balancing frame and freedom

I know best		I encourage teamwork	You'll know best
I decide		I provide freedom	Don't bother me
I avoid risks		we play and I trust	I neglect
My KPIs lead me		I inspire	I have no objective in mind
Listen to me		I am open and I listen	I'm not available
I judge		I affirm and I develop	I don't care
I feel threatened		I appreciate	You guide me

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Context

experimentation is about experimentation



innovation
versus productivity
relevancy for company

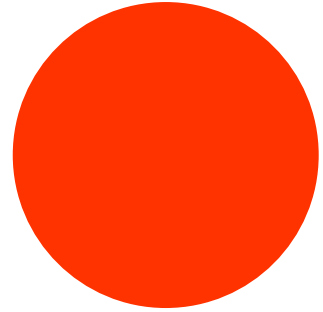
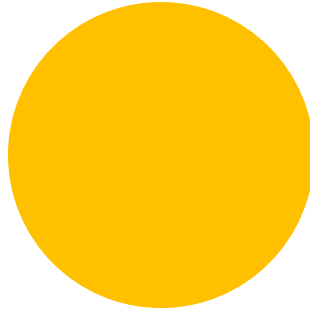
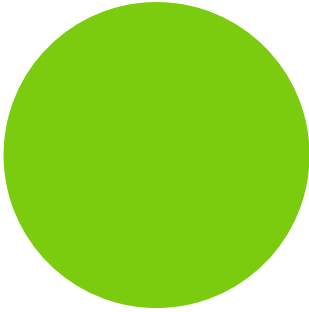


safety
encouragement
balance freedom and frame

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Start small

check-in



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“Work is about daily meaning as well as daily bread, for recognition as well as cash, for a sort of life rather than a Monday through Friday sort of dying.”

- Studs Terkel

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Meaning

feeling connection with a goal

- Why** A positive influence on
- health, energy, life expectancy (50%)
 - enthusiasm, resistance and intrinsic motivation (Seeking System)

Attention! You can't hand it out

- How** Facilitate
- well-designed, well-fitting, quality jobs with opportunities to job craft
 - facilitative leaders, cultures, policies and practices, and HQCs
 - access to decent work (safe, healthy, compensation, values)

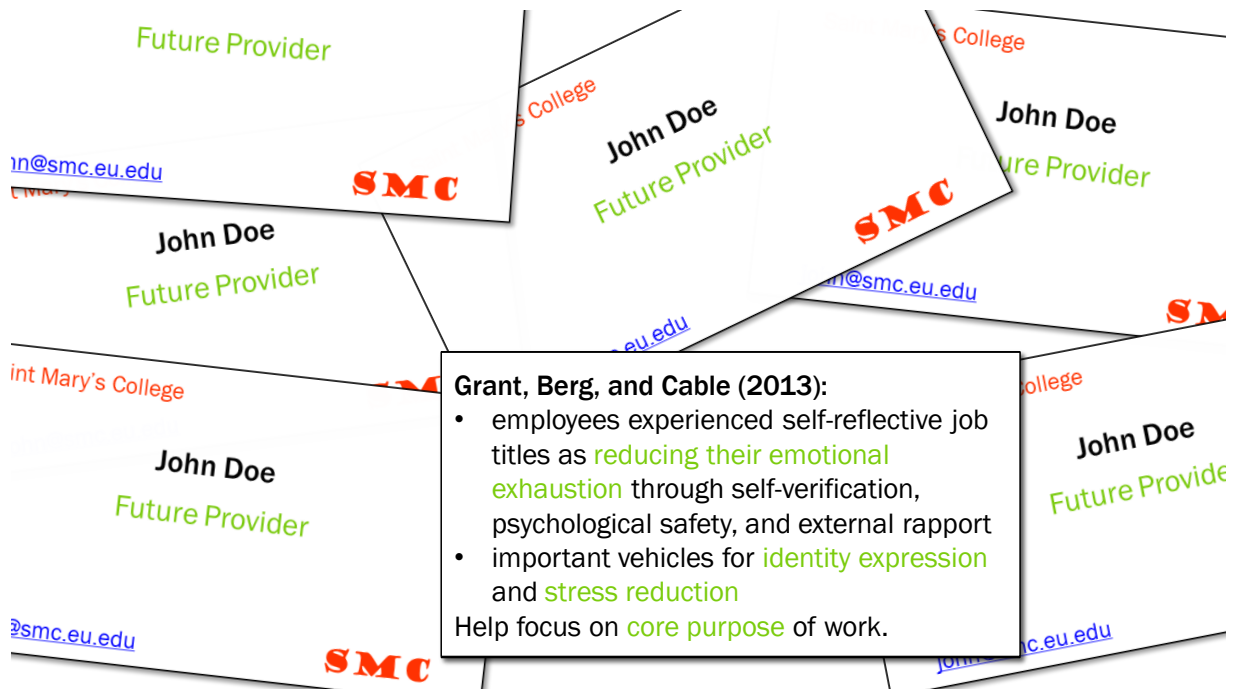
Enable employees to gain a personal experience that they can use to make their own story

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From What to Why (beyond the money) to Who: finding your job title

what do you do?	I'm talking on the phone	→ telephone operator
why?	to ask people to donate money	→ outbound call center operator
why?	to contribute to our fundraising initiative	→ fundraiser
why?	to allow people with less money to go to college...	→ gooddoer
why?	to let them graduate so that they can build a career and take care of themselves.	→ Future Provider

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Future Provider

I am good at analysing complex issues and getting to the heart of the matter. I do this by highlighting the different aspects of the case and by observing them carefully.

I like to work in an open and sincere environment in which I am given the opportunity to work independently as a professional and to take responsibility for the result.

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inclusion	we tend not to boast about our qualities we're used to following job descriptions we are rated against an average	1	realise that we all have the desire to share our own unique set of competences, talents and dreams
autonomy	we are genetically risk averse work provides strict processes & rules deviating can have a negative impact	2	make room for play, experiments (and mistakes) let yourself be surprised be patient when it comes to success
meaning	we are responsible for our part of the job we are successful when we meet KPIs our company's got a mission statement	3	enable your employees to experience what they and their work mean for others

Let
your unique whole best self
flourish in optimal freedom
to benefit something that's bigger than you



Tom Plug
plug.hrm@gmail.com
 +31-65-372-5990

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