

Creating A Motivating Work Culture

Engaging Your People

presented by:

David Barrett

Director Talent Management

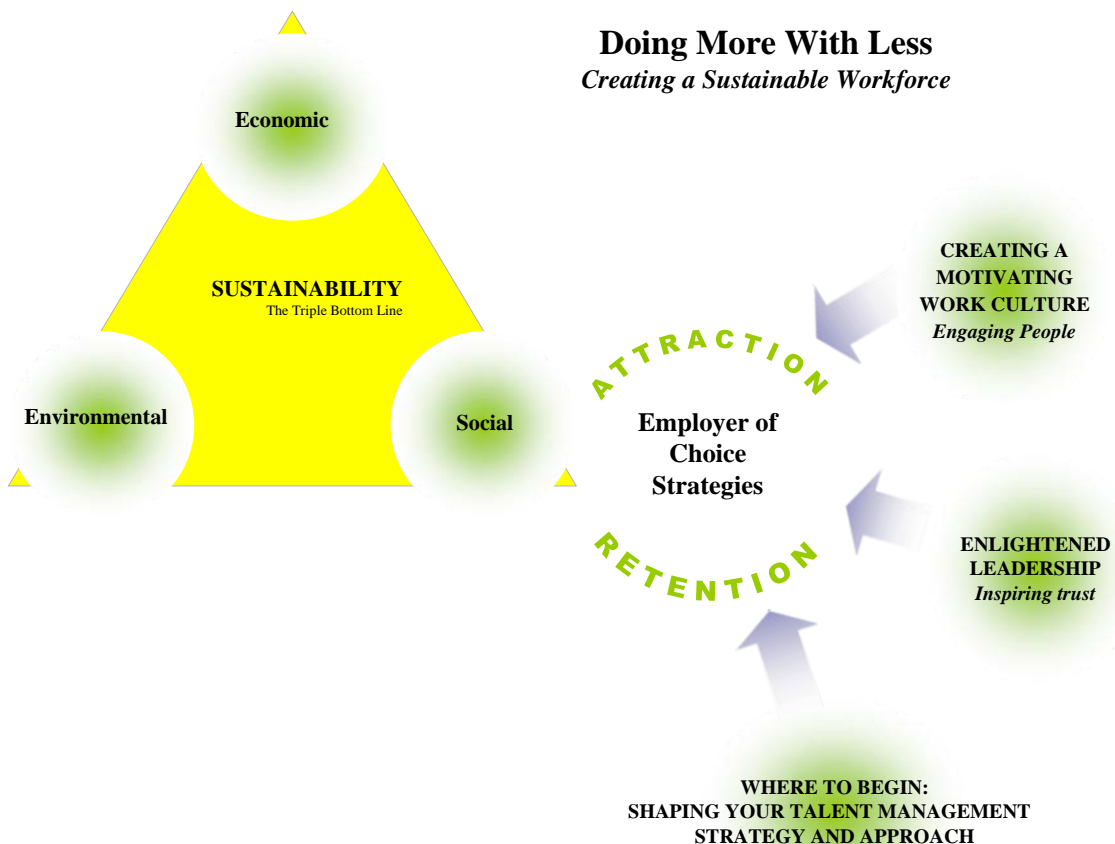
Cascade Engineering, Inc.



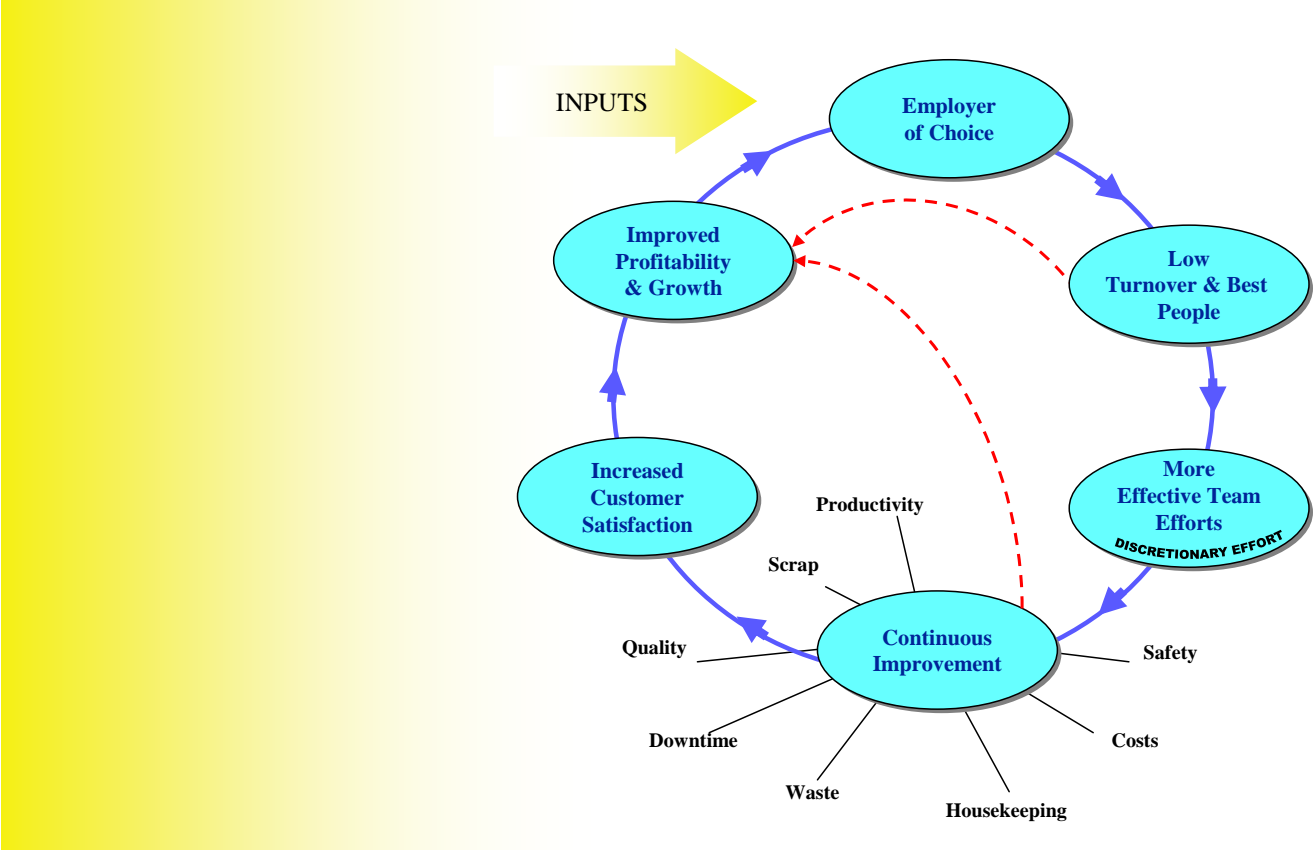
**Quest
Sustainable
Solutions**



CSW
Corporation for a
Skilled Workforce



Employer of Choice Model



High risk, quick feedback
Intense pressure and frantic pace
Frequent almost continuous change
Creativity and high spirit
Flexibility and adaptation
Extreme effort to meet customer demands and expectations
Jagged planning/work methods
Founder seen as hero

People oriented with a basic philosophy that all people are good, well intentioned, and doing the best they can.

Continuous Improvement and exceptional customer service is expected and is accomplished through an empowered workforce and effective delegation.

Preserving the dignity and self-worth of all employees is supremely important.

Leaders are expected to openly communicate with their employees in a manner that will build strong, trusting and positive relationships.

Family feeling and caring values

Leaders are responsible to create an environment of care and concern for the employees and to develop an organization of learning where people can develop and be empowered.

Teams and teamwork, cooperation and collaboration are the preferred method for achieving organizational goals and objectives.

Strives to create a work environment in which every individual, regardless of cultural or individual differences, knows they are valued and respected as a human being and everyone has the opportunity to learn, grow, and contribute to their fullest potential.

The founder started the company based on the belief . . .

. . .that you could run a business that cares about people and still make money.

Its purpose for existing as an organization is . . .

. . .to positively impact society, the environment, and be financially successful

Worthy Goals

The reasons to make profits . . .

1. Create a sustainable long term enterprise that can be self-renewing
2. Create an enterprise where people know they are valued as people and because they do valuable work
3. Create a significant long lasting (generations) piece of technology
4. Provide community leadership in the area of Organizational Development

“Anything you can do to raise satisfaction and commitment, to show that you care about the employee, is going to pay off in discretionary effort.”

Michael Warech
Watson Wyatt

Good economy or bad, employees still make choices. They may be less likely to quit a job when unemployment is high and the economic outlook isn't very good. But just because they show up doesn't mean they are engaged and will work any harder for you. Employees will choose to go the extra mile or do just enough to keep their jobs.

Identifying Features of Great Organizational Cultures

1. Shared cultural enthusiasm (cult like culture)
2. Organizational pride (social responsibility)
3. Constructive disagreement
4. Values based mindset
5. Creativity, innovation and a cooperative spirit
6. Leaders who are role models (walk the talk)
7. High expectations and professional standards
8. Competitive compensation and benefits
9. Regular and thoughtful recognition of employee efforts
10. Adhering to the golden rule (platinum rule)

Adapted from: *Embracing Excellence* by Franklin C. Ashby and Arthur R. Pell

“Returns to shareholders at companies with high engagement are twice as high as those at companies with lower engagement.”

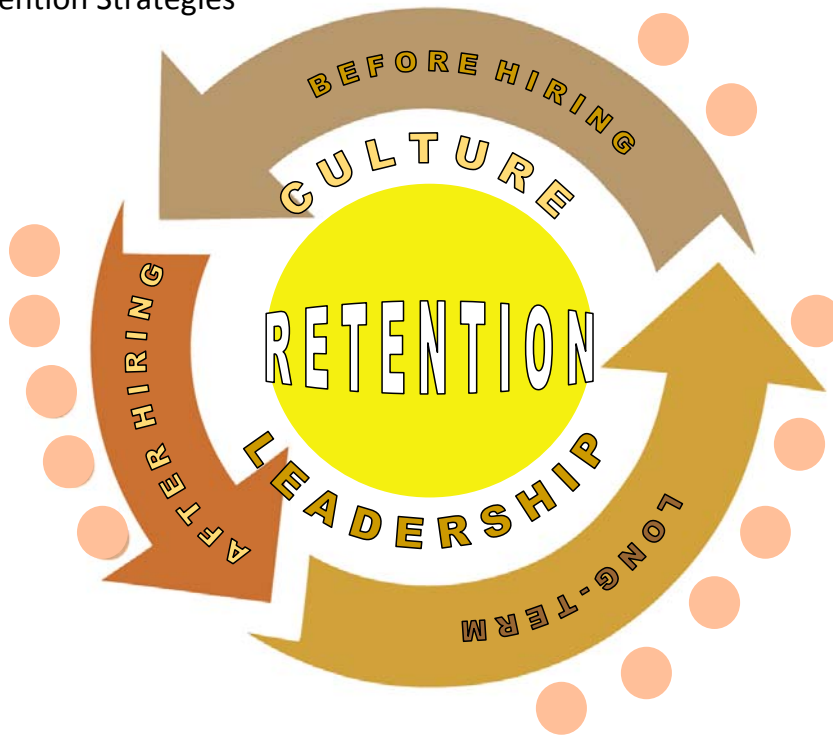
Watson Wyatt
WORKUSA Survey

What Motivates You

Rank order from most important factor (1) to (11) the least important factor

- _____ Career growth and learning opportunities
- _____ Exciting and challenging work
- _____ Meaningful work and the opportunity to make a difference
- _____ Great co-workers
- _____ Being a part of a team
- _____ A good boss
- _____ Being recognized for a job well done
- _____ Having fun on the job
- _____ Autonomy or a sense of control over their work
- _____ Flexibility in work hours and dress code
- _____ Salary and competitive benefits

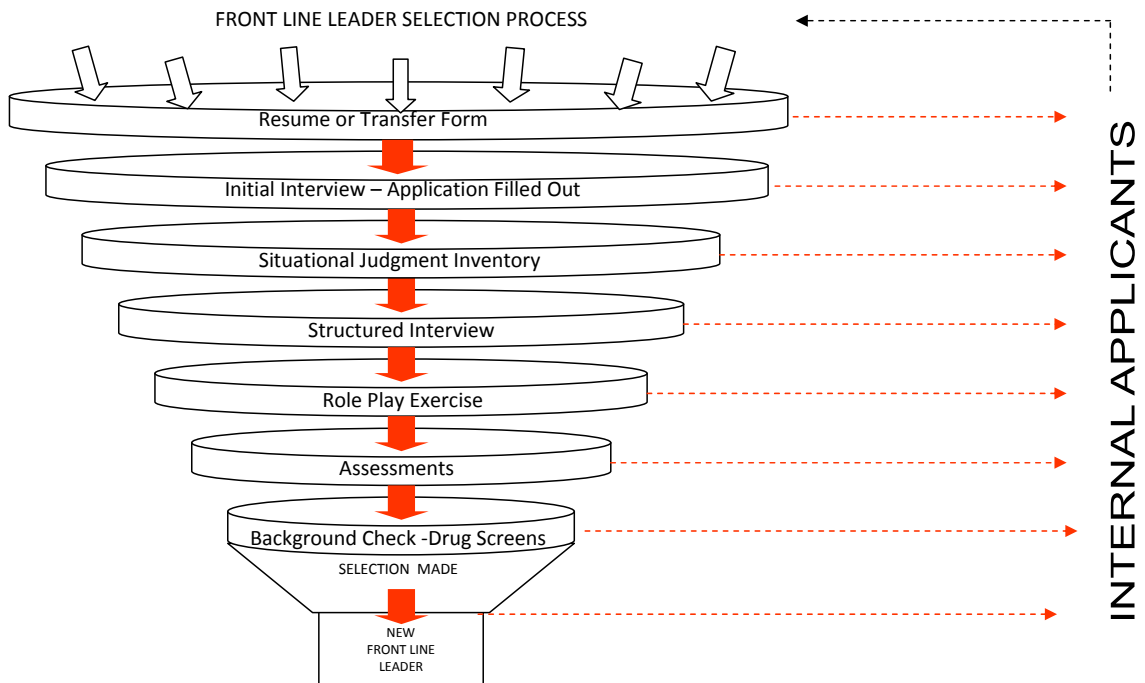
Adapted from: *Bottom Line Business*, May 2000 issue



“Studies cite a good worker-supervisor relationship as the number one contributor to employee retention.”

*HR Institute
University of Tampa in Florida*

FLL Selection Process
Hiring for Job Fit and Culture Fit



What is the purpose of your orientation program?

What results do you expect to achieve? What will success look like?

Describe Day 1: what will the new employees hear about?

Describe Day 2: what does a new employee need to hear about?

Describe Day 3: what would you like the employees to know?

Describe Day 4: what will the new employee experience?

Describe Day 5: what key messages to you want them to leave with?

WORK RAMPING TOPICS LIST & SCHEDULE

<p><u>MONDAY</u> Success Factors – <i>Cultural Awareness</i> Lunch with Senior Managers Safety Training</p>
<p><u>TUESDAY</u> Policies & Procedures Diversity Awareness</p>
<p><u>WEDNESDAY</u> Whole Picture Quality Overview Benefits In Brief World Class Manufacturing</p>
<p><u>THURSDAY</u> Hidden Rules of Economic Diversity ACE Training</p>
<p><u>FRIDAY</u> CE Core Competencies Support Resources</p>

“Eighty percent of the new jobs created since 1992 require some degree of post-secondary training or education, driven largely by technology and the tremendous growth in knowledge workers who now account for a third of the U.S. workforce. Ninety percent of U.S. high school graduates say they will go to college. Sixty-three percent actually go, and 30 percent graduate.”

*Emily Stover DeRocco
Assistant Secretary of the U.S. Department of Labor
Employment and Training Administration*

The increase in the share of workers with post-high school education will fall from 19 percent over the past 20 years to just 4 percent for the next 20.

Aspen Institute

Culture

"To show that you can run a business that cares about people and still make money."



To positively impact society, the environment and be financially successful, creating a work environment in which every individual, regardless of cultural or individual differences, knows they are valued and respected as a human being and everyone has the opportunity to learn, grow, and contribute to their fullest potential.

The best way to weather turbulent economic times is having a willingly engaged, focused, fired-up, capably led workforce.

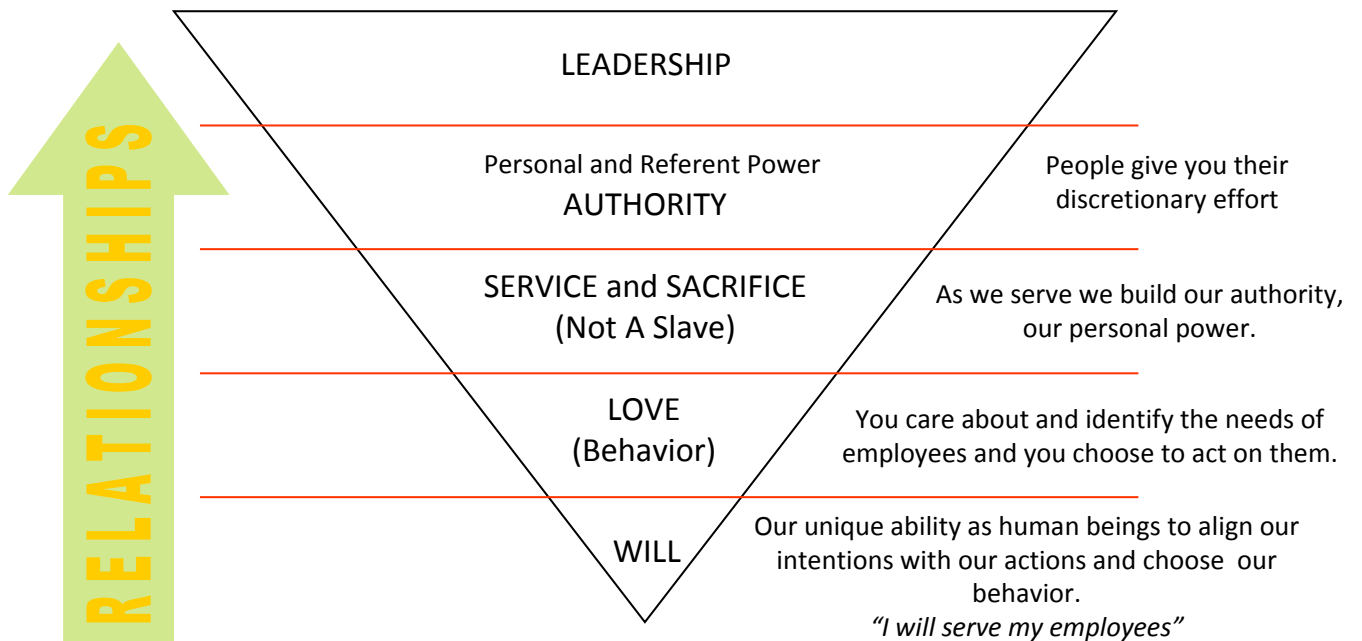
Bad Economy? Talent Stills Counts

Beverly Kaye

Career Systems International

Servant Leadership

ENGAGED EMPLOYEES = SATISFIED CUSTOMERS



Source: James Hunter, *The Servant*

75% of U.S. workers entering the workforce are women, immigrants, and people of color.

U.S. Department of Labor

“Good management practices involve understanding how to motivate, communicate, and manage an increasingly diverse workforce. If your competition does it better than you do; they win! It’s that simple!”

Craig B. Clayton
University of Houston

“56% of respondents in a 2006 study stated they give less than 100% of their best efforts on a regular basis.”

Craig B. Clayton
University of Houston

Pay for Contribution

Career Ladders

Level D

Technical & Leadership:
Can perform all level C
Technical and Leadership
functions.

Level C

Technical/Leadership Split:
Effective Leadership
Certified Mold Changer
Computer Skills
Leading Team meetings
Scheduling

6 Months
Audit

HIGH HURDLE WORK KEYS ASSESSMENTS

Level B

Advanced skills
Train level A
Systems Accountability
Personal Effectiveness
Conflict Resolution
Lean Events

6 Months
Audit

Level A

Entry level skills
Lean Manufacturing
Policies & Procedures
Running a press
General Safety

6 Months
Audit

**Affiliate
90 days**

90 Days
Audit

“Compete on compensation and benefits, win on culture, leadership, learning, development, and organizational pride.”

Community Engagement

- Ethical behavior
- People know they are valued and respected
- Community involvement beyond just giving money to charity - collaboration
- Public/Private partnerships which benefit the local community and society at large
(W2C, S2C, Ex-offenders, Hands of Hope)

Builds tremendous organizational pride, a great reputation, and a place people want to work.

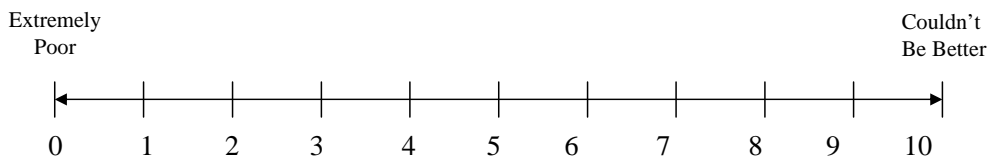
Are you an employer of choice?

self-assessment

On a scale of 1 – 10 rate your organization’s level of competence in each area.

Place an “x” at the appropriate place on the scale line.

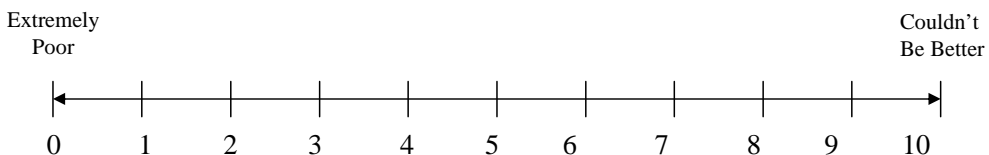
1. We have a culture that consistently demonstrates it truly cares about people and employees know that they are valued and respected.



Action Items

What would need to happen in order to move up the scale?

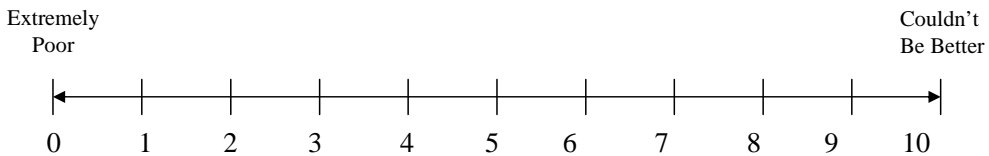
2. We have leaders (at all levels) who are trusted by their employees.



Action Items

What would need to happen in order to move up the scale?

3. Our leaders (at all levels) actively support the creation of a diverse and inclusive culture.



Action Items

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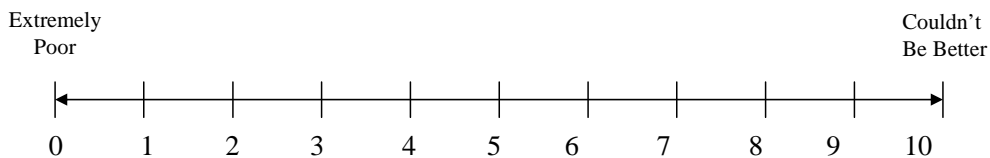
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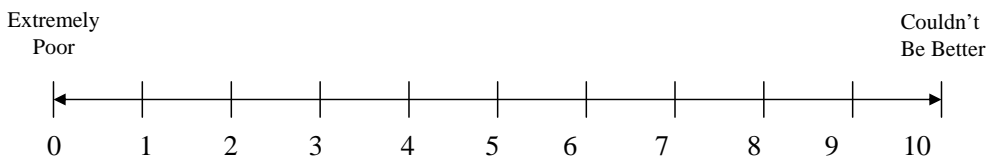
4. Our leaders (at all levels) consistently demonstrate care, concern, and sensitivity towards their people.



Action Items

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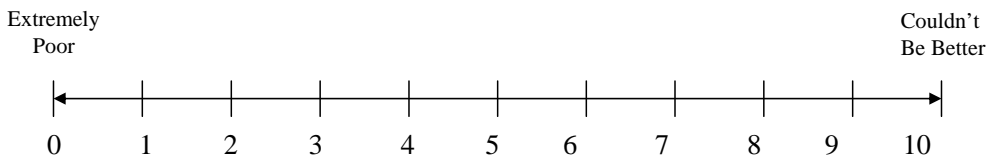
5. Our leaders (at all levels) humbly listen to employee concerns and demonstrate a willingness to be influenced by employee feedback.



Action Items

What would need to happen in order to move up the scale?

6. Our leaders (at all levels) consistently retain emotional control when things don't go right. They do not visibly lose their temper with employees.



Action Items

What would need to happen in order to move up the scale?

Are you an employer of choice?

Self-Assessment

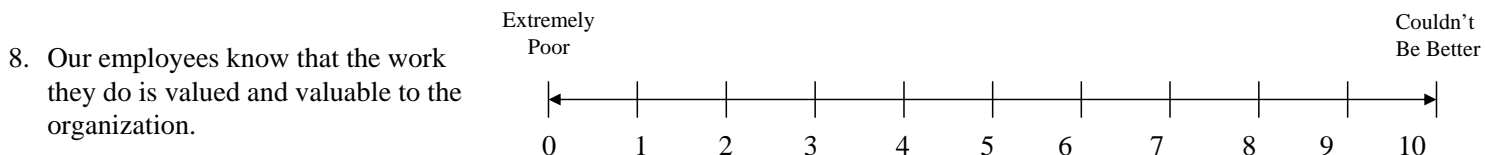
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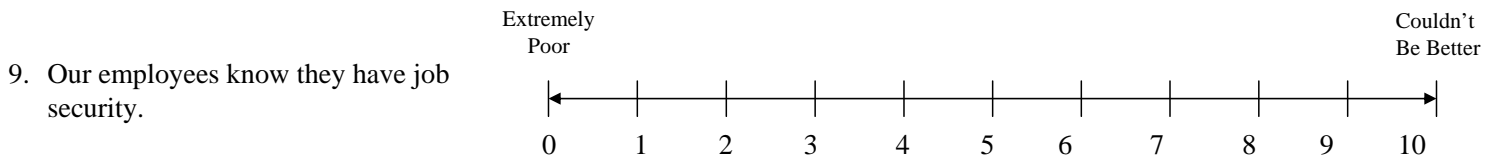
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Are you an employer of choice? self-assessment

On a scale of 1 – 10 rate your organization’s level of competence in each area.

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10. Our employees are consistently offered and encouraged to participate in developmental opportunities.

Extremely
Poor

0

1
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Couldn't
Be Better

10

Action Items

What would need to happen in order to move up the scale?

11. Our compensation and benefits are competitive for a company our size, in our industry, in our geographic area.

Extremely
Poor

0

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Couldn't
Be Better

10

Action Items

What would need to happen in order to move up the scale?

12. Employees are proud to tell people they work in our organization.

Extremely
Poor

0

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Couldn't
Be Better

10

Action Items

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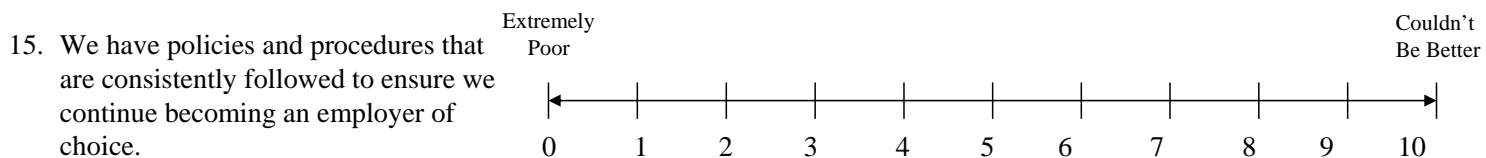
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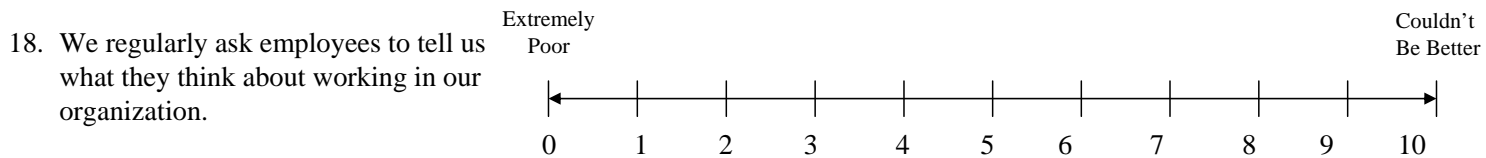
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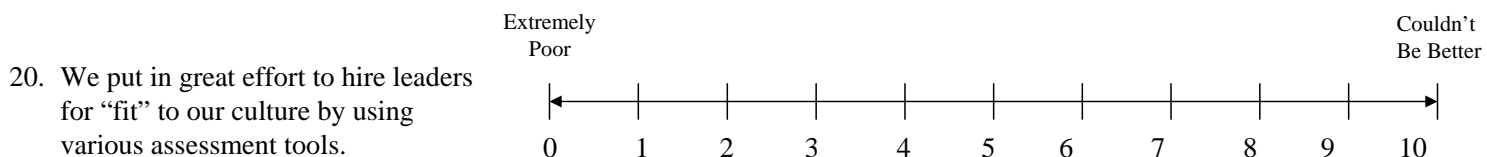
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1. **Make becoming an EOC a strategic objective.**
2. **Set the vision for your leaders that you desire a culture and work environment that people love to work in.**
3. **Consistently communicate and reinforce the vision.**
4. **Measure yourself against the vision – how are we doing? (cultural audit, employee opinion surveys, 360-degree assessments)**
5. **Based on the results - take action.**
6. **Recruit and hire the right employees for your culture. (Job Fit and Culture Fit)**
7. **Provide meaningful work and development opportunities for all employees.**
8. **Create infrastructure (policies, procedures, and processes) to maintain EOC status once a level is achieved.**