

# GOING BEYOND EMPLOYEE ENGAGEMENT: EXPLORING CULTURE IN THE FUTURE OF WORK



@drbshuck

A close-up photograph of a hand holding a white chess piece, likely a king, positioned above a black chess piece, also a king, on a checkered chessboard. The lighting is dramatic, highlighting the textures of the pieces and the board. The background is dark, making the white and black pieces stand out.

**WHAT DO WE  
NEED TO DO TO  
PREPARE FOR  
TOMORROW?**

# 1. MASTERCLASS METHODOLOGY

THE NEW NORMAL

THE ISSUE OF CAPACITY

# 2. PRINCIPLES OF ENGAGEMENT

THE CUMULATIVE EFFECT

VALUE AND MEANING

ACCOUNTABILITY

# 3. A FINAL WORD





# PinkElephant

**WHEN WE SAY EMPLOYEE  
ENGAGEMENT, WHAT ARE WE  
ACTUALLY TALKING ABOUT?**

**WHAT DOES IT REALLY  
MEAN TO BE ENGAGED?**





**ENGAGEMENT IS THE  
MAINTENANCE,  
INTENSITY, AND  
DIRECTION OF EFFORT  
AND ENERGY WE GIVE TO  
SOMETHING**



**IN THE FUTURE OF  
WORK, ENGAGEMENT  
AND STRESS SEEM TO  
BE LIVING IN THE  
SAME SPACES**

# OrgVitals 20

All Participants, All Time | Combined

## All Selected Groups Totaled by Question

I have the resources I need to be effective in my job.



Most days, I have enough time to accomplish my work.



I believe that the work that I do here matters.



It is clear to me how I can get better at my job each day.



Key processes are standardized, simplified, and automated where possible.



I never get so stressed at work that it causes me to feel anxious.



Someone meets with me regularly to discuss my performance.



I am willing to put in extra effort to help my team be successful.



I feel connected to this organization.



At work, I feel like a part of a community that values me.



I am inspired when I think about the vision of this organization.



My work has a deep sense of purpose.



I enjoy coming to work everyday.



I have the freedom to make decisions that affect my work.



I am really glad I joined this organization.



I feel that my compensation and benefits are fair.



I maintain a healthy balance between my work and personal life.



My work schedule allows me to do my best work.



I have a good relationship with my immediate supervisor.



Everyday, I am able to reach my full potential at work.



I have the resources I need to be effective in my job.



Most days, I have enough time to accomplish my work.



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**ORGVITALS**

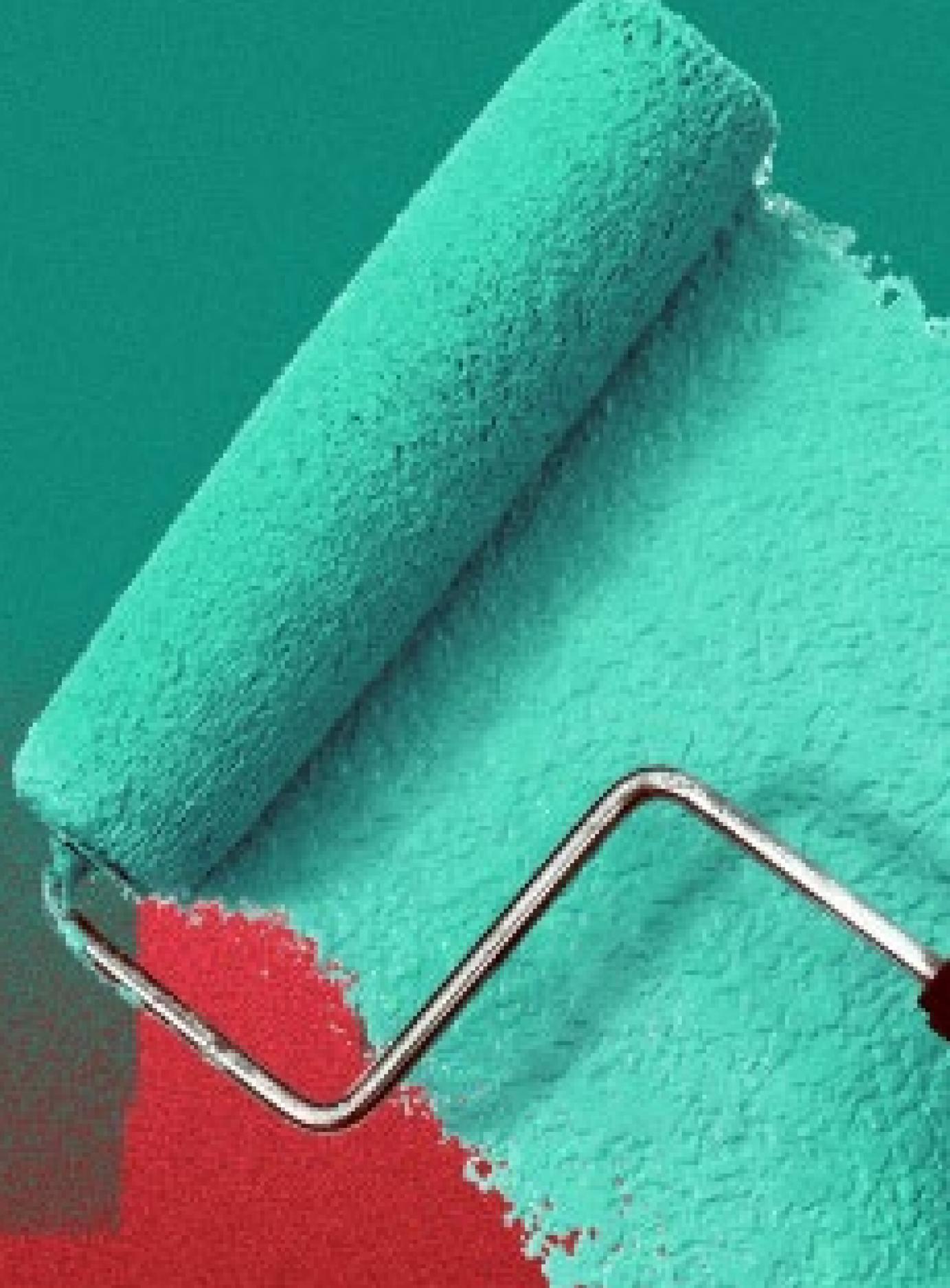
**WHY IS THIS  
HAPPENING:  
THE VERY REAL  
ISSUE OF CAPACITY  
CAPACITY IS AN EXTREME ISSUE.  
IT IS THE SOURCE OF DISTRACTION  
AND DISENGAGEMENT.**



# A SCIENTIST WITH A CHAINSAW

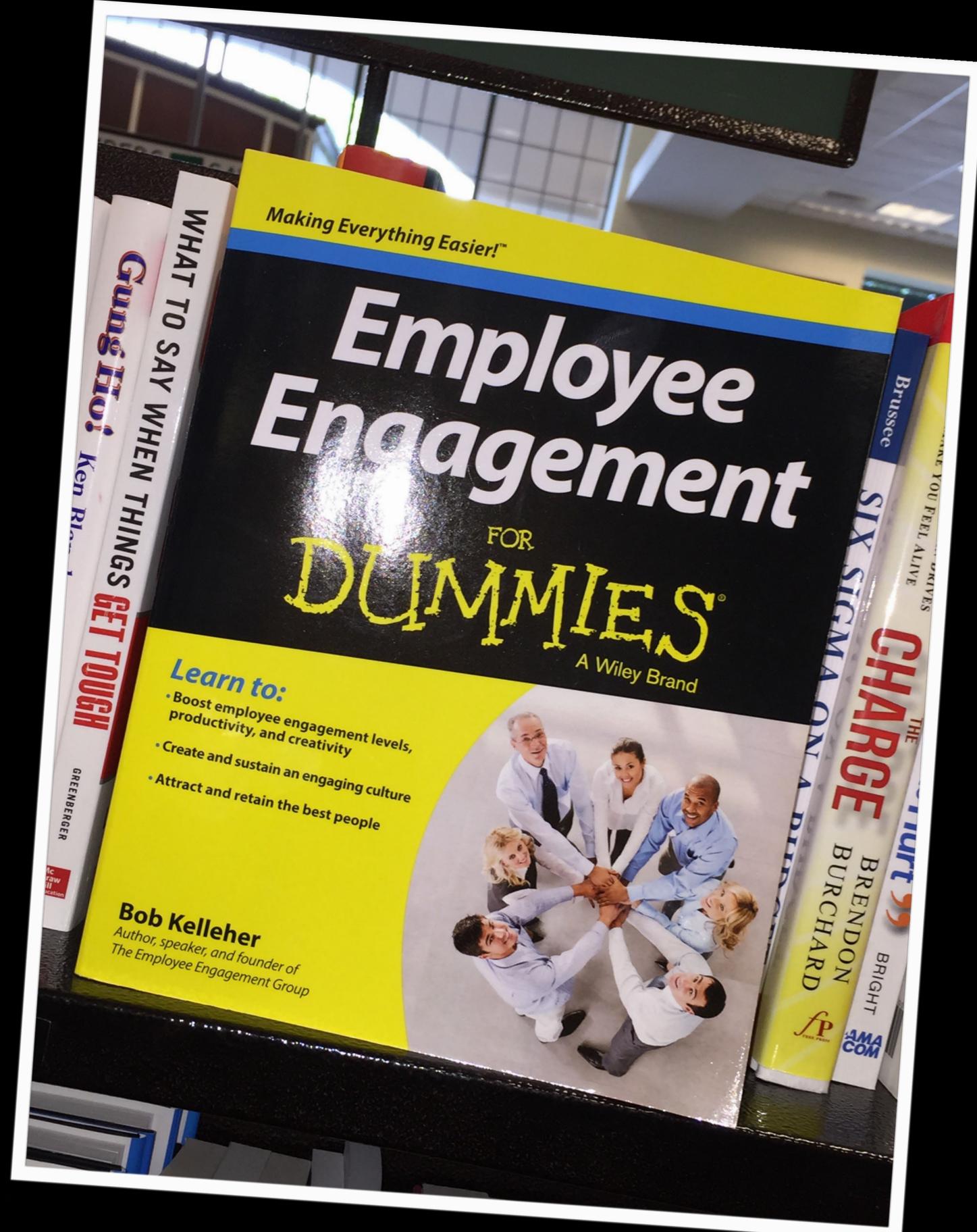
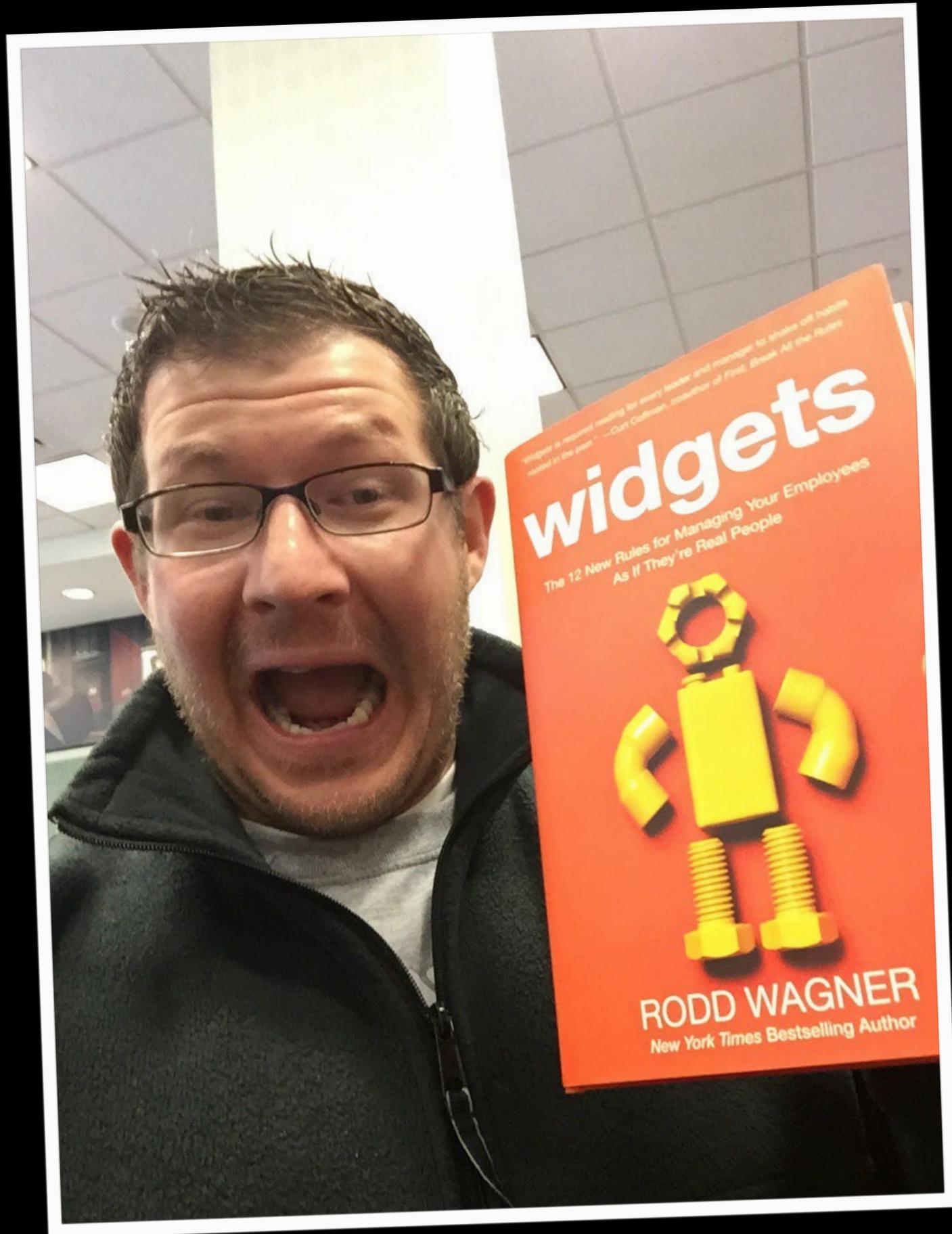


**MANY LEADERS  
START WITH A  
PRACTICE  
BASED  
STRATEGY**





# **OBJECTIFICATION OF THE PRACTICE**



# STAT %F THE WEEK

## Prisoners in the Workplace

**8%**

of global employees are actively disengaged AND intend to stay at their organization.

In a company of 50,000, that's an average of 4,000 employees doing the minimum with no plan to leave. To learn about "Workplace Prisoners" read Christopher Adair & Don MacPherson's new whitepaper, ***Actively Disengaged & Staying: Dealing with Prisoners in the Workplace.***

**ARE YOU A PRISONER?**

**IS THERE SOMETHING WRONG WITH YOU?  
ARE YOUR EMPLOYEES PRISONERS?  
THAT MAKES YOU A GUARD!!**

**ACTIVELY DISENGAGED  
EMPLOYEES ARE ALSO  
KNOWN AS VAMPIRES,  
BECAUSE THEY SUCK  
THE **LIFE-BLOOD** OUT OF  
THEIR MANAGERS AND  
THE ORGANIZATION.**

LEADING EMPLOYEE ENGAGEMENT CONSULTING GROUP



**WHEN WE OBJECTIFY  
SOMETHING, WE NO  
LONGER RECOGNIZE THE  
HUMAN ELEMENT**

**SO HOW CAN LEADERS  
NAVIGATE THESE NEW  
WATERS?**

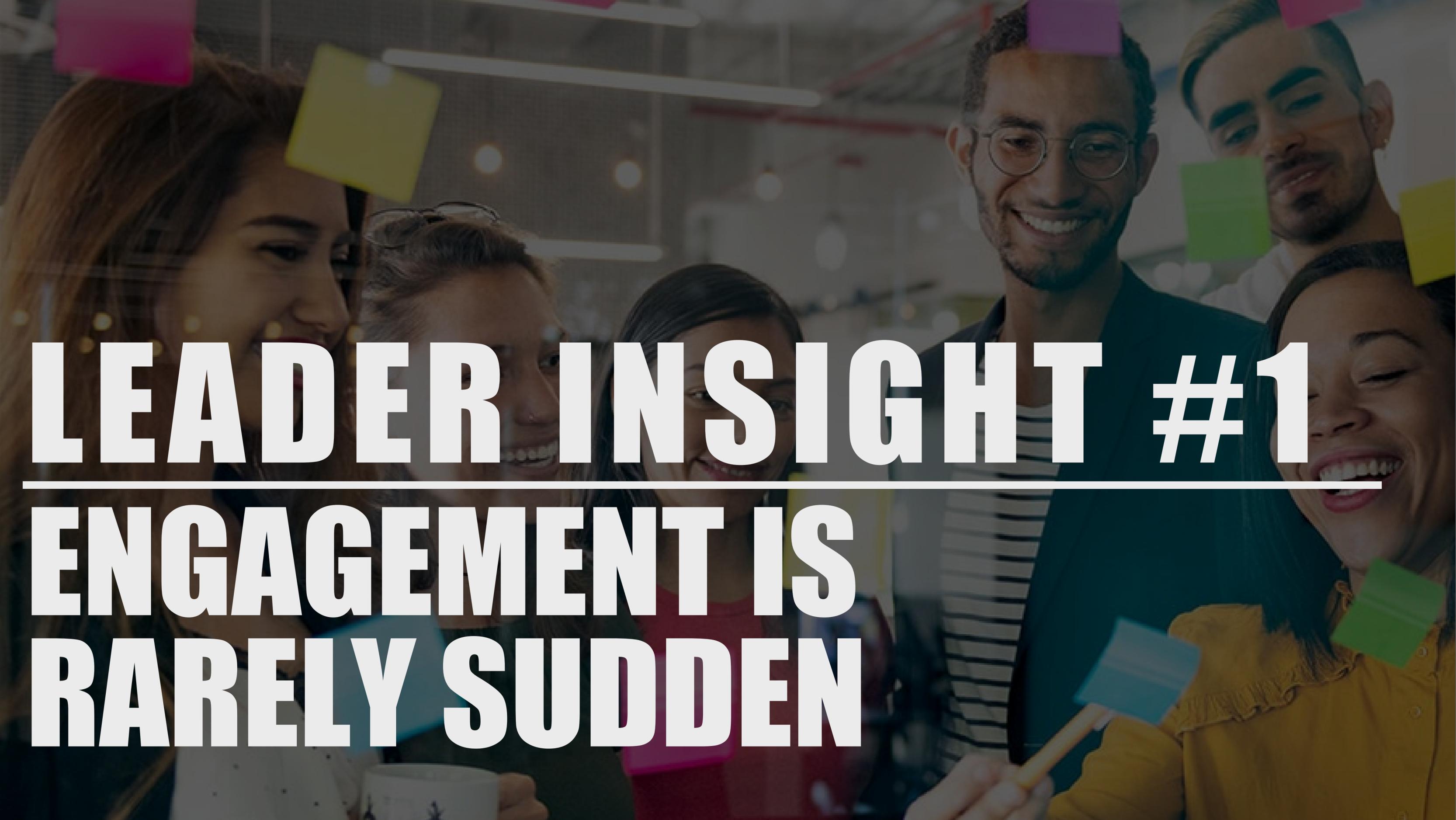


**PRINCIPLES FOR ENG**

**CUMULATIVE PRINCIPLE**

**THE VALUE PRINCIPLE**

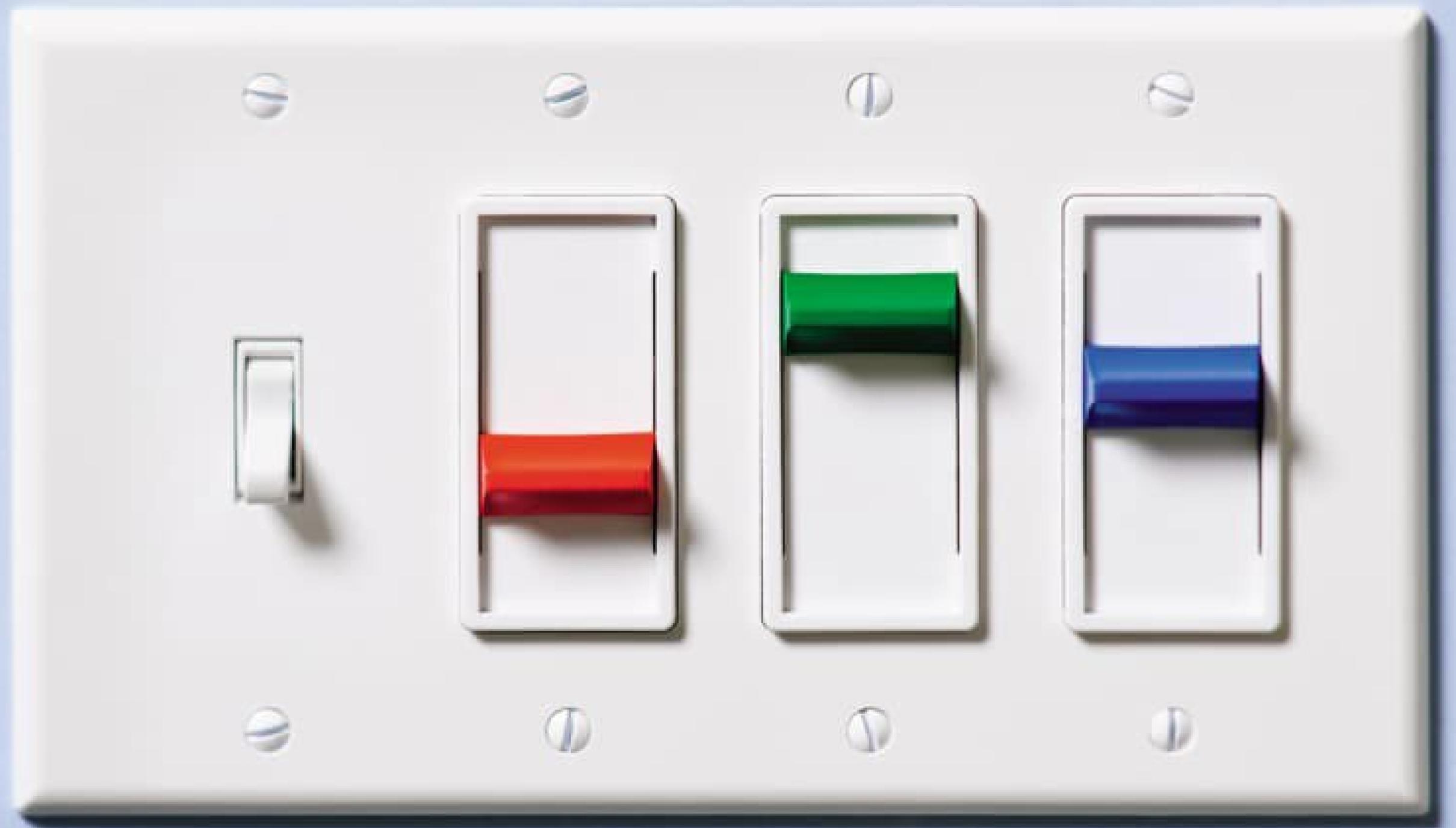
**ACCOUNTABILITY PRINCIPLE**



# LEADER INSIGHT #1

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ENGAGEMENT IS  
RARELY SUDDEN



# CUMULATIVE EFFECT

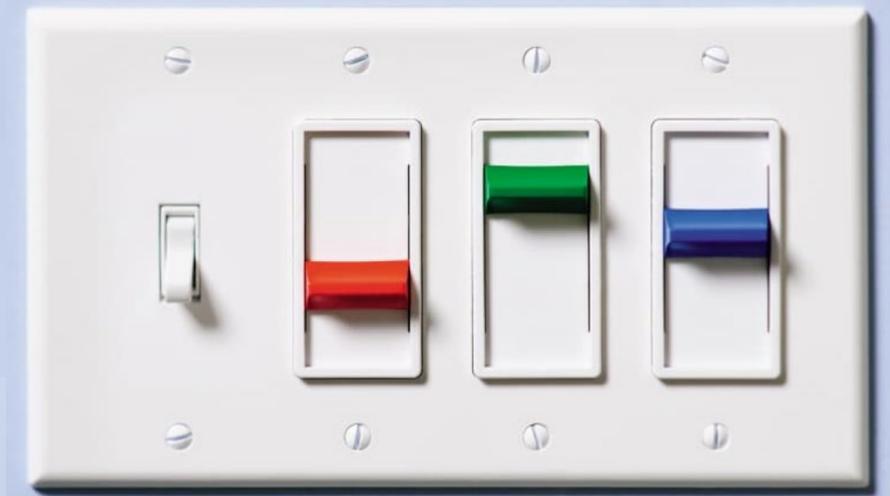
## A GRADUAL BUILDING UP

PRINCIPLE IN ACTION:

easy to do | easy not to do

can work for us or against us — cumulative

feels sudden | a gradual build



# CUMULATIVE EXAMPLE

'BE HEALTHIER'

GO TO GYM 3X A WEEK

EAT LESS SWEETS

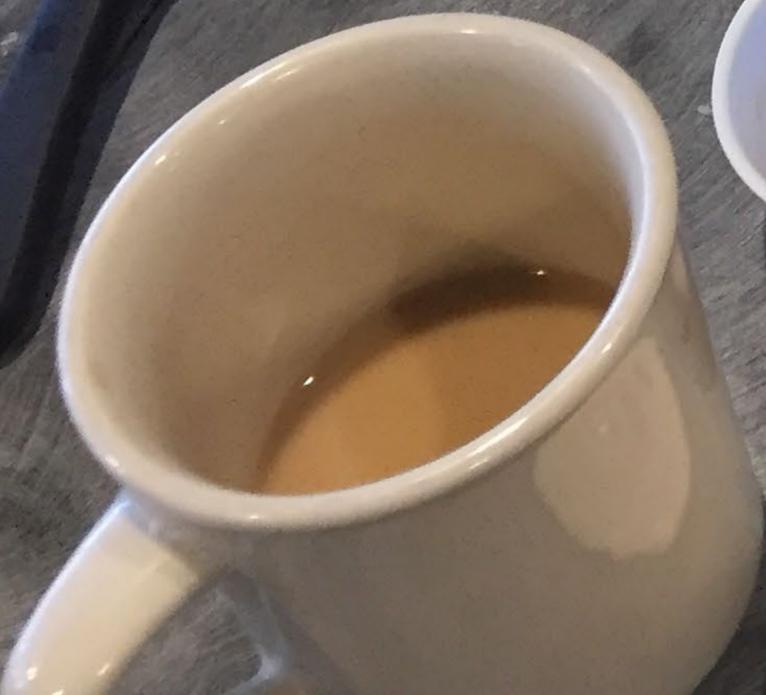
SMALLER PORTIONS

what if I did this for one week ...









# CUMULATIVE EXAMPLE

'BE HEALTHIER'

GO TO GYM 3X A WEEK

EAT LESS SWEETS

SMALLER PORTIONS

what if I did this for one week ...





# THE BIG

## TRANSFORMATION

1. HOW WE TREAT AND INCLUDE EACH OTHER MATTERS.
2. GIVE YOURSELF PERMISSION TO NOT BE PERFECT. TAKE THE NEXT BEST STEP. IT'S OKAY.
3. IDENTIFY WAYS TO BUILD CAPACITY FOR EACH OTHER.



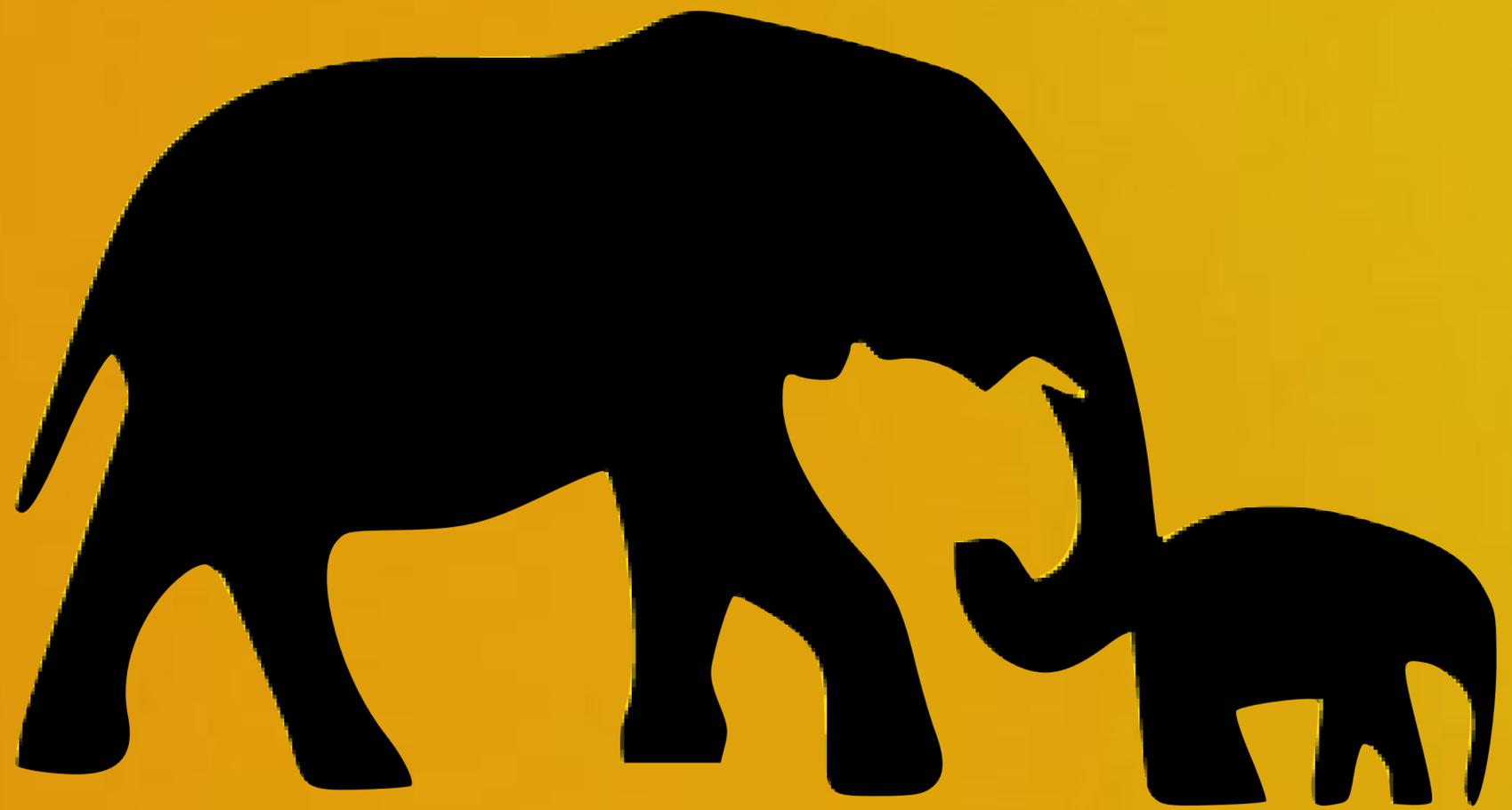


# **LEADER INSIGHT #2**

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**MEANING, SAFETY, &  
RESOURCES ARE CRITICAL**

**WHY DO PEOPLE  
ENGAGE. EVER?**



**NUMBER OF EMPLOYEES  
ENGAGED AFTER SIX  
MONTHS:**

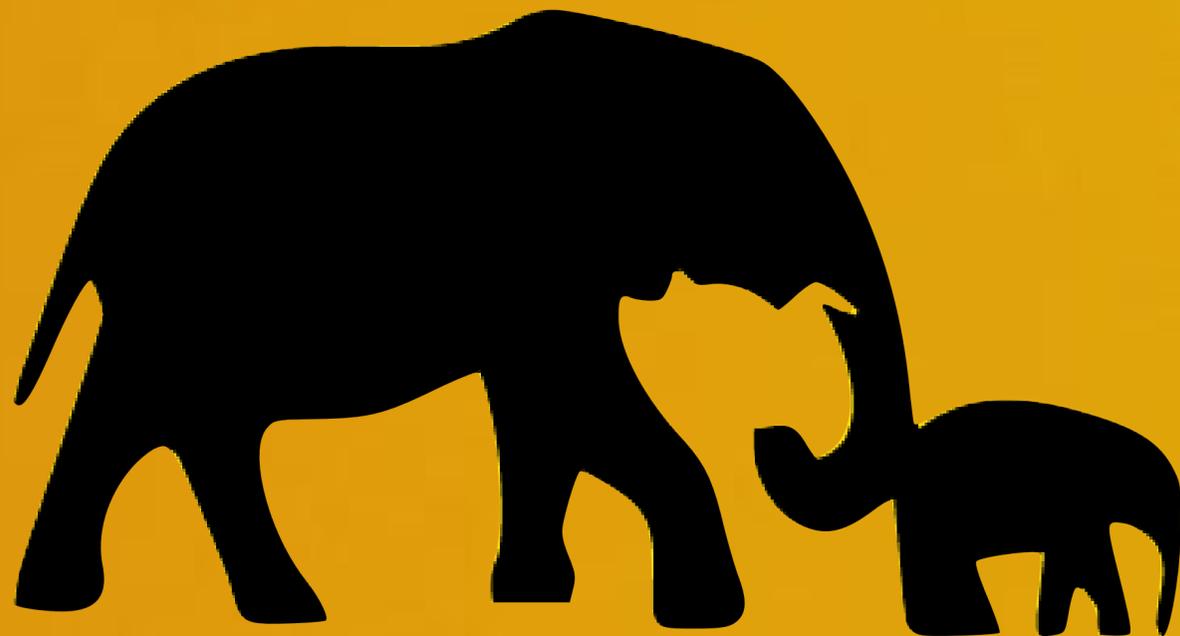
**40%**



# THE ENGAGE PRINCIPLE

## CONDITIONS IN ACTION

1. there is some sort of meaning
2. the choice is safe (and/or worth the risk)
3. have resources to ***complete*** and ***compete***



Shuck, B., Zigarmi, D., Owen, J (2015). *Psychological needs, employee engagement, and work intentions: A Bayesian multi-measurement mediation approach and implications for HRD*. European Journal of Training and Development, 39, 2-21. doi: 10.1108/EJTD-08-2014-0061

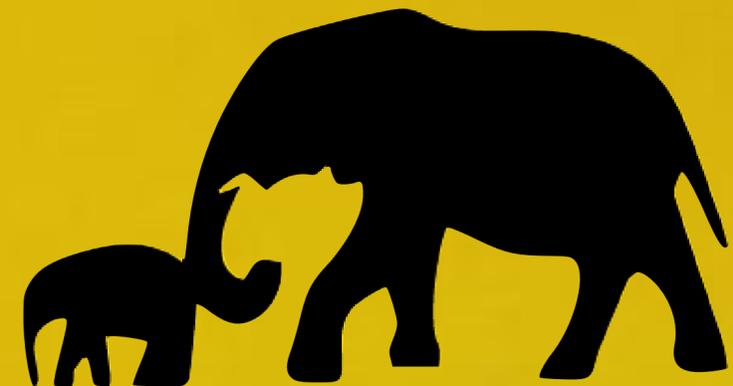
Shuck, B., & Wollard, K.(2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9, 89-110. doi: 10.1177/1534484309353560

# **STRATEGIES FOR DRIVING ENGAGEMENT AT WORK IS ABOUT PEOPLE BELIEVING THEY ARE VALUED AND CARED FOR**

IDENTIFY PLACES WHERE WE CAN HELP  
OTHERS KNOW THEIR VOICE MATTERS.

IDENTIFY WAYS TO HELP PEOPLE SEE/KNOW  
THEIR WORK MATTERS. THEY ARE VALUED.

FIND WAYS TO HELP PEOPLE KNOW  
THEY BELONG. THINK SWAG. ARTIFACTS.  
MILESTONES. INTANGIBLE.





# LEADER INSIGHT #3

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COMPASSION SETS THE  
TONE OF YOUR CULTURE



## Brad Shuck

Co-Founder at OrgVitals |  
Professor | Global Keynote Speaker  
| Data Scientist

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David Zinger and 892 others

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### Reactions



Like



Comment



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Add a comment...



Most relevant ▼

The U.S. Surgeon General's  
Framework for

# Workplace Mental Health & Well-Being

2022



**5%—8%** 

# **OF ANNUAL HEALTHCARE COSTS ATTRIBUTABLE TO ADVERSE WORK EXPERIENCES**

Long hours, job insecurity, and a lack of work-life balance contribute to 120,000 deaths per year.

**DYSFUNCTIONAL WORKPLACES  
MAY BE SLOWLY KILLING PEOPLE**

Rose, K., Shuck, B., #Twyford, D., & Bergman, M. (2015). Skunked: An integrative review exploring the consequences of dysfunctional leaders and implications for the employees who work for them. *Human Resource Development Review*, 14, 64-90. doi: 10.1177/1534484314552437

# STINKY CULTURES

ROUGHLY **40% OF EMPLOYEES**  
WORK IN PLACE THAT COULD BE  
DESCRIBED AS DYSFUNCTIONAL  
(THAT STINKS!)

Shuck, B., Rose, K., & Bergman, M. (2015). Inside the spiral of dysfunction: The personal consequences of working for a dysfunctional leader. *New Horizons in Adult Education and Human Resource Development*, 27(4), 51-58. doi: 10.1002/nha3.20122



# THE STINKY TAXONOMY

Annoyance

High Frequency

Ignores My Opinion

Takes Ownership of Ideas

Withholds Information

Breaks Promises

Makes Negative Comments About Me

Rude to Me

Impossible Deadlines

Unmanageable Workload

Excessively Monitors Me

Work Below Competency

Blames Me to Save Embarrassment

Thoughts and Feelings Stupid

Uses Policy to Restrict Me

Reminds Me of Mistakes

Silent Treatment

Trivial Work

Insults Me

Puts Me Down

Lies to Me

Is Vindictive

Holds Favors Hostage

Invades Privacy

Ignores Me

Traumatic

Low Frequency

Rose, K., Shuck, B., # Twyford, D., & Bergman, M. (2015). Skunked: An integrative review exploring the consequences of dysfunctional leaders and implications for the employees who work for them. *Human Resource Development Review*, 14, 64-90. doi: 10.1177/1534484314552437

Pressures Me To Drink and Abuse Alcohol/Drugs

Bribery

Physically Threatens Me

Pressures Me

Tells Me I Should Quit My Job

Excessive Teasing

Makes Offensive Remarks About Me

Humiliation

Criticizes My Work

Starts Rumors

Targets Me w/ Rage

Starts Rumors

# High Frequency



# **DYSFUNCTIONAL WELLNESS**

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**6.8 BILLION DOLLARS A  
YEAR ARE SPENT ON  
WELLNESS PROGRAMS**

**BUT I KNOW A LOT OF  
PEOPLE WHO ARE STILL  
GETTING SICK**



# **WORK CONDITIONS ARE IMPORTANT REGULATORS OF BIOMARKERS THAT INFLUENCE:**

**HEART DISEASE  
MENTAL HEALTH  
DIABETES  
OBESITY**



Shuck, B., Hart, J. L., Walker, K. L., Rai, J., Srivastava, S., Srivastava, S., Rai, S., Bhatnagar, A., & Keith, R. L. (2022). Workplace culture and biomarkers of health risk. *International Journal of Environmental Research and Public Health*, 19(19), 1-18. 11920. doi: 10.3390/ijerph191911920

# EMPLOYEES IN MORE POSITIVE CULTURES REPORTED HIGHER LEVELS OF HEALTHY BEHAVIORS

SLEEPING PATTERNS

EATING HEALTHY

WELLBEING

DRINKING

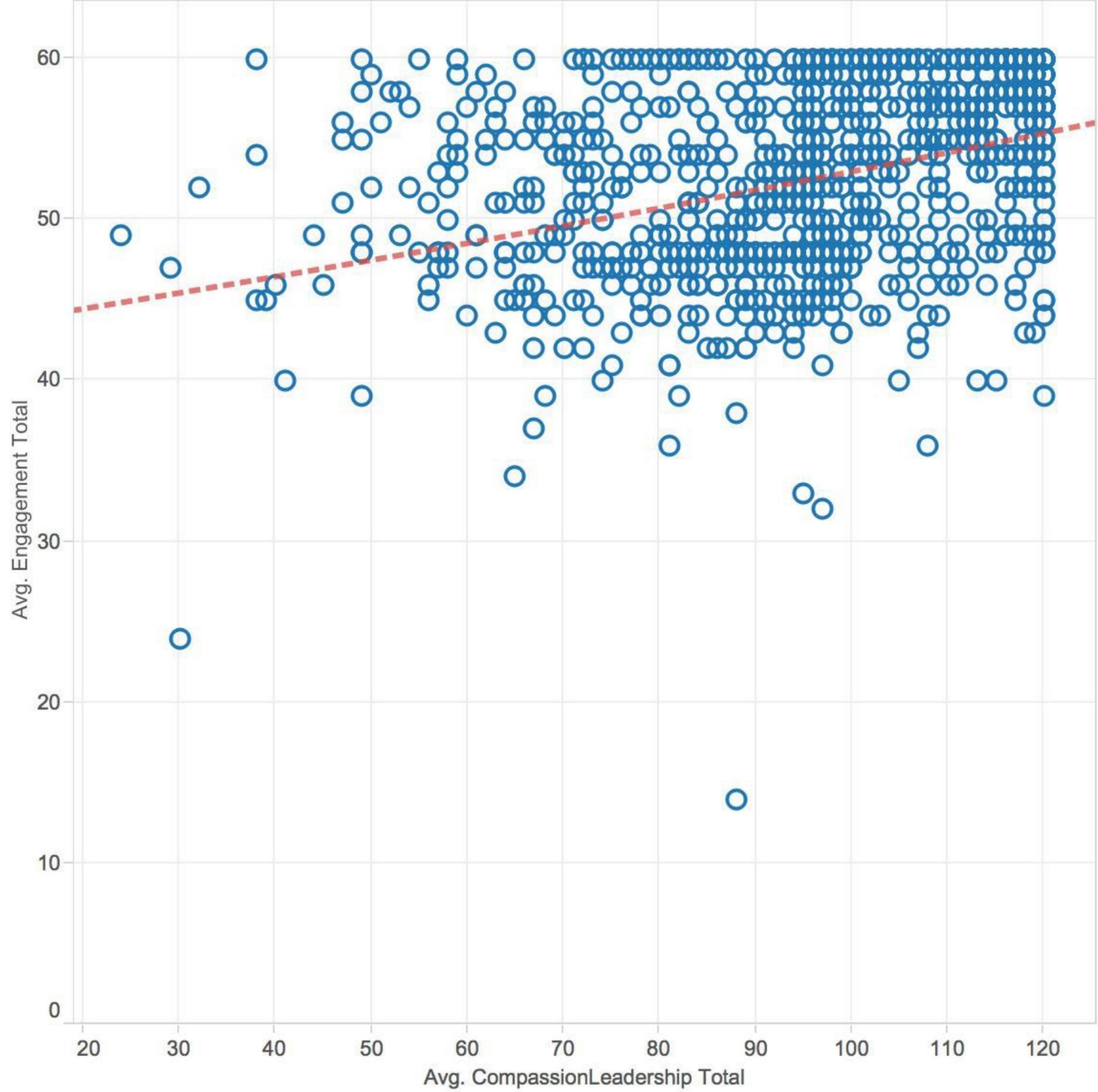
Shuck, B., Alagaraja, M., Rose, K., Owen, J., # O sam, K., & Bergman, M. (2017). The health-related upside of employee engagement: Exploratory evidence and implications for theory and practice. *Performance Improvement Quarterly*, 30, 165-178. doi: 10.1002/piq.21246



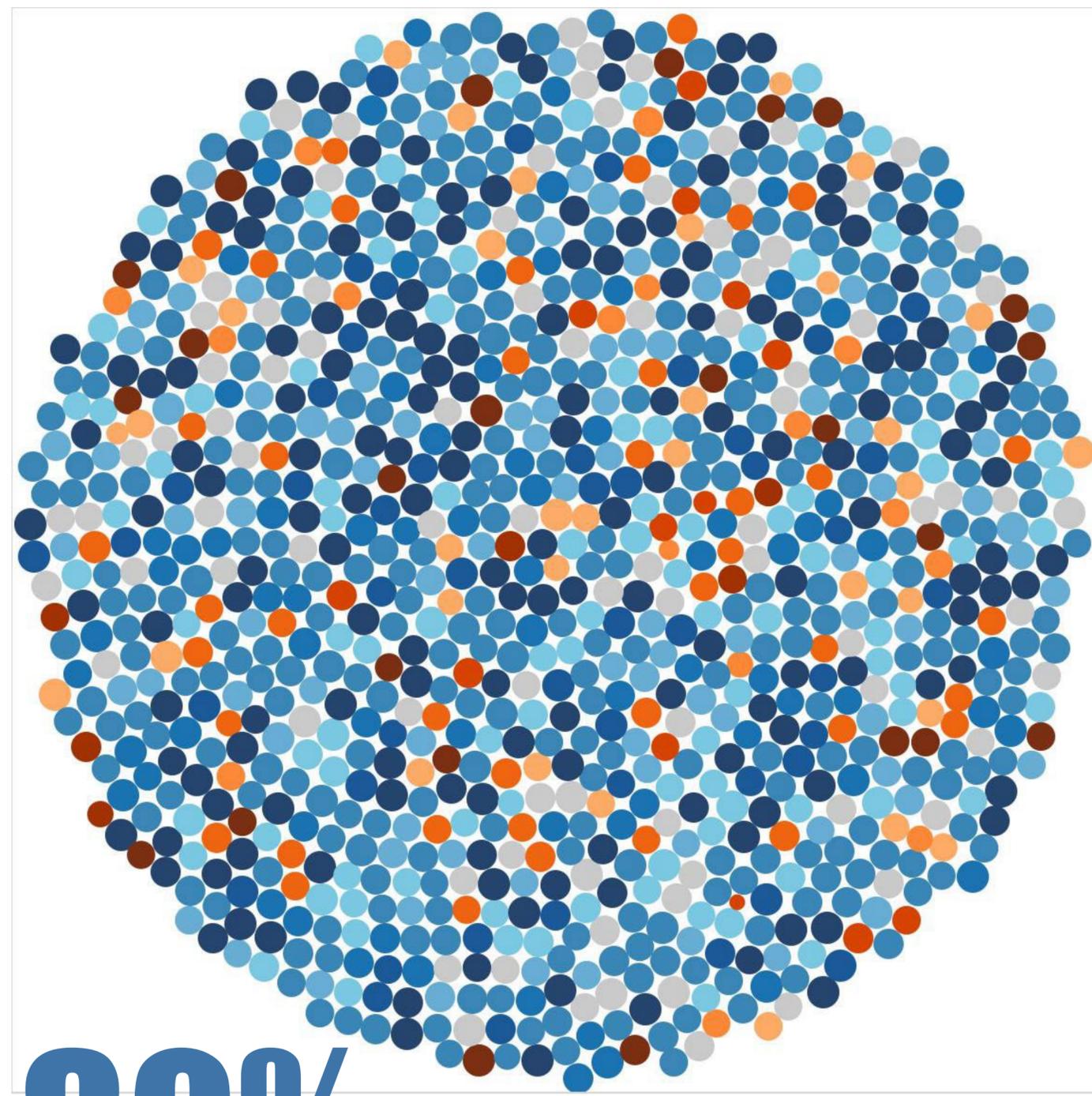
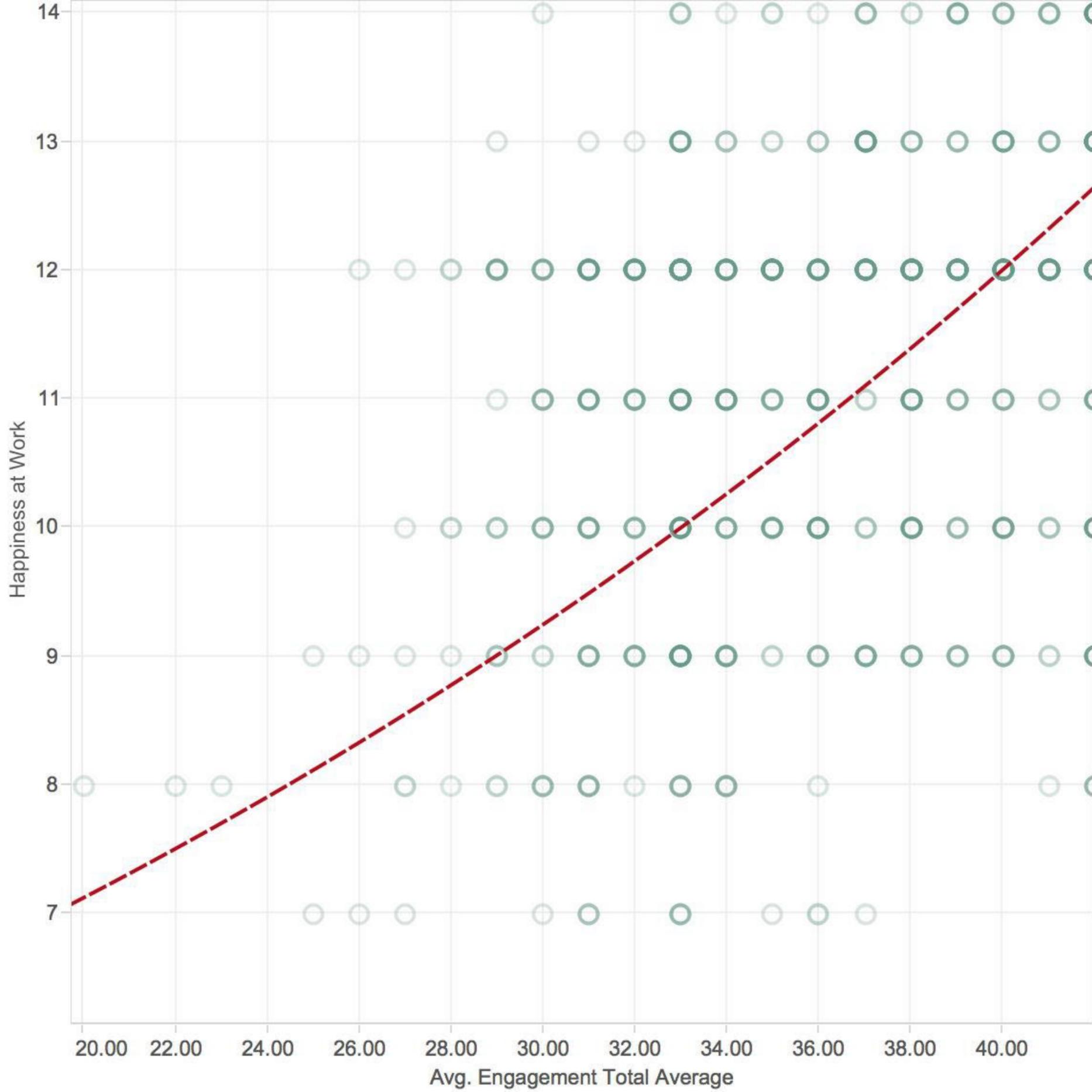


# WHERE DO YOU OPERATE? ABOVE OR BELOW THE LINE | CUMULATIVE

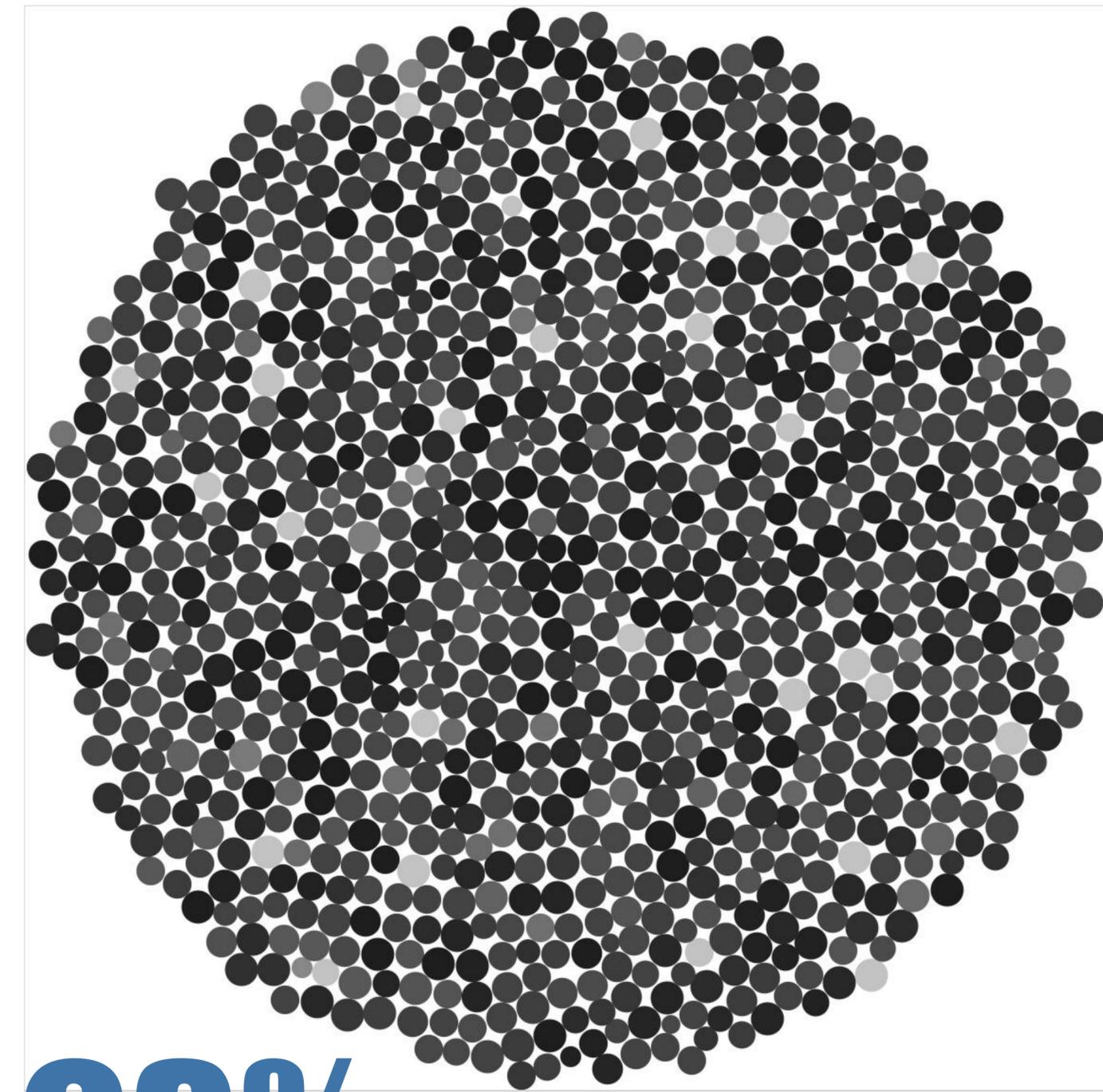
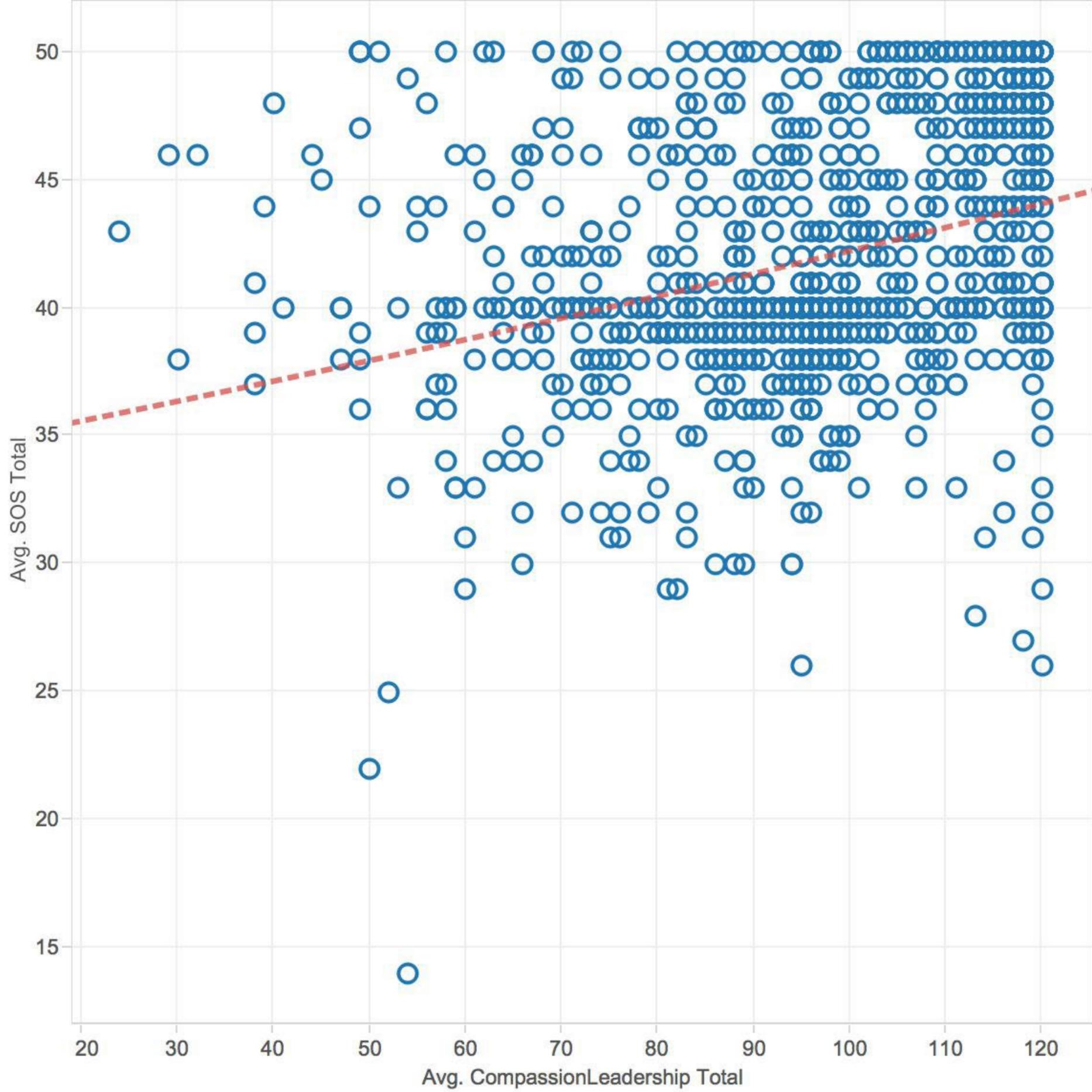
Shuck, B., Alagaraja, M., Immekus, J., Honeycutt, M., & Cumberland, D. (2019). Does compassion matter for leadership: a two-stage sequential equal status mixed method exploratory study of compassionate leader behavior and connections to performance in human resource development. *Human Resource Development Quarterly*. doi: 10.1002/hrdq.21369.



**78%**  
of participants were  
more engaged



**80%**  
of participants were  
happier at work



**63%**  
of participants had  
better health outcomes

# **JUST A REVISIT**

**EASY TO DO. EASY  
NOT TO DO.**

**WORKS FOR US. OR  
WORKS AGAINST US.**

**WE ENGAGE WHEN WE  
BELONG. WE ENGAGE  
WHEN WE ARE INVITED.**





# A FINAL WORD

# **QUESTIONS YOU CAN USE:**

- 1. WHEN YOU THINK ABOUT OUR CULTURE, WHAT WORDS, OR STORIES COME TO MIND FOR YOU?**
- 2. HOW DO YOU KNOW THAT YOUR WORK IS MEANINGFUL IN THE DEPARTMENT AND IN THE OVERALL ORG?**
- 3. WHAT DOES IT MEAN TO BE ENGAGED HERE, OR COMMITTED TO THE MISSION?**
- 4. HOW DO WE HELP PEOPLE LIVE HEALTHY LIVES THROUGH THEIR WORK?**



**@drbshuck**