



THE POWER OF ENGAGEMENT

Presentation to PAGBA – 1st Quarterly Seminar

March 26, 2015



Certified and Licensed Trainer - *HumaNext Communication Ideas, USA*

- Employee Engagement
- Team Transformation
- Creativity @ Work
- Emotional Intelligence

Certified & Licensed Trainer – TalentSmart, USA

TalentSmart is the world's number one provider of EQ training and tools to the top Fortune 500 companies like the Ken Blanchard companies, Harvard Business Review and the American Management Association.

6 Seconds - Certified EQ Assessor –a company promoting Positive Change around the globe
Member of the *Emotional Intelligence Training and Research Institute (EITRI)* in the US.

Consultant - Towers Watson, previously known as Watson Wyatt, the leading HR consulting firm in the country.

De la Salle University - Business Management

University of Texas at Kingsville - special educational tie-ups on Emotional Intelligence initiatives.

Our Extensive Research forms the basis of our Perspective



OUR TIME THIS AFTERNOON



**Changes in
the
Business
Landscape**



**Revisiting
Asean**



**Employee
Engagement
Its
Relevance
to
Productivity**

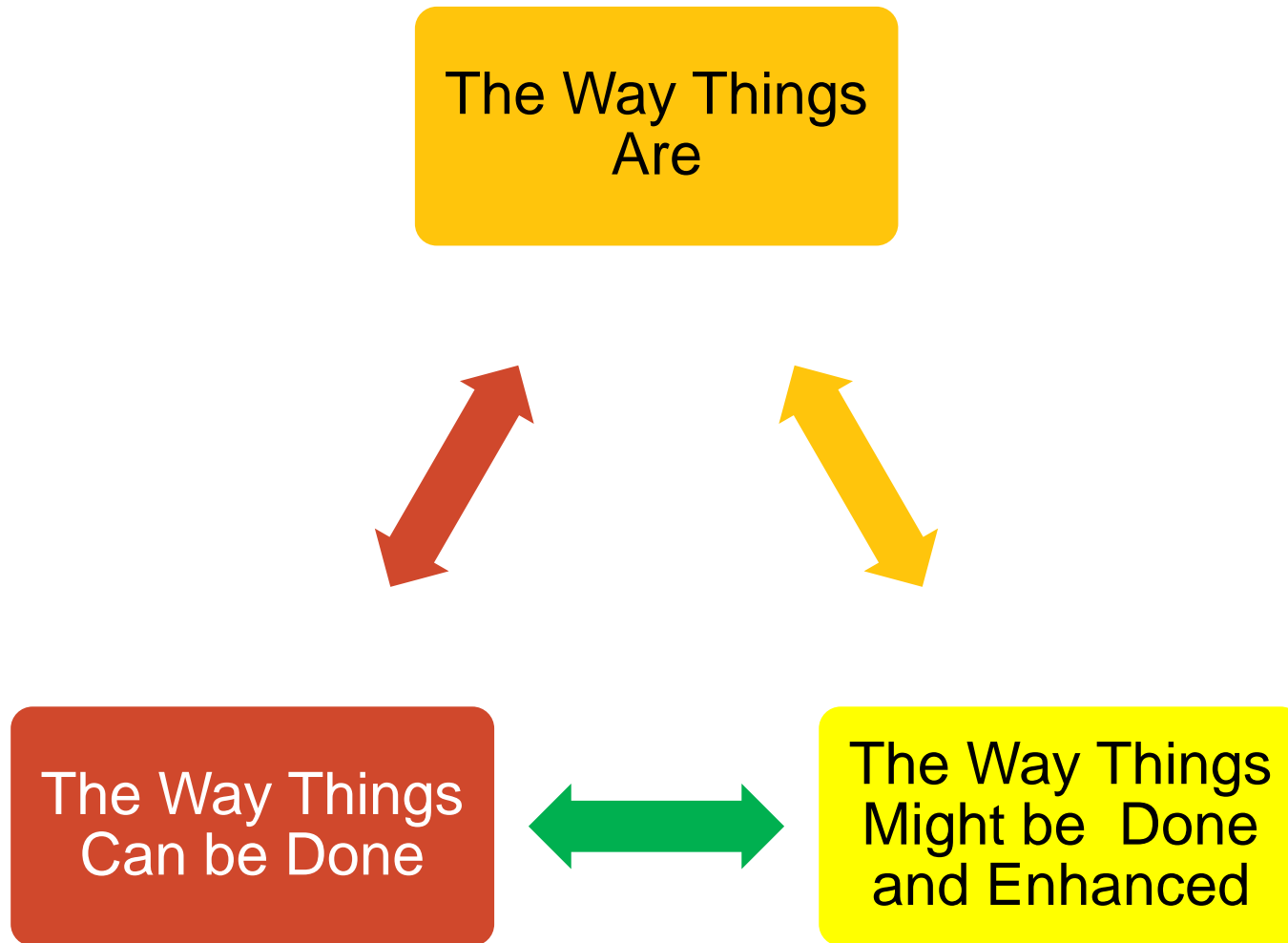


**Philosophy
Behind
Engagement**

Focus



Framework Complementation



- **IF** you **knew** something influenced everything you did or said, would you want to learn more about it?

- **IF** you knew **CHANGING** one small action, on a daily basis, would have a positive ripple effect in your daily **RELATIONSHIPS** with people, would you be interested in trying it?

- **IF** you knew **practicing** that one small thing would have such an influence on other areas of your life and in your work - would you be interested in trying it?

CHANGES : BUSINESS LANDSCAPE



Demographics have changed



Strategies have become more sophisticated

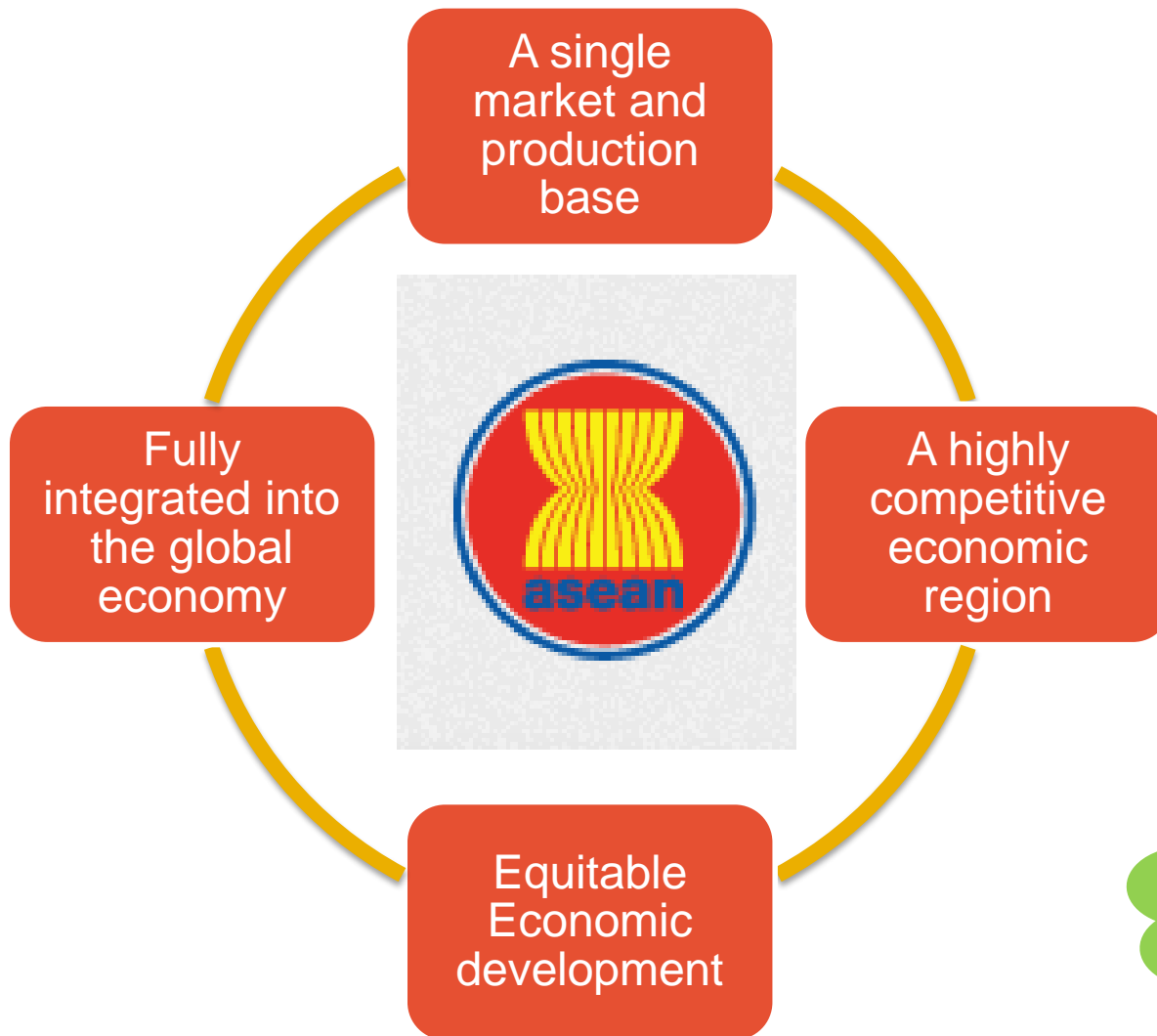


Roles have become more complex



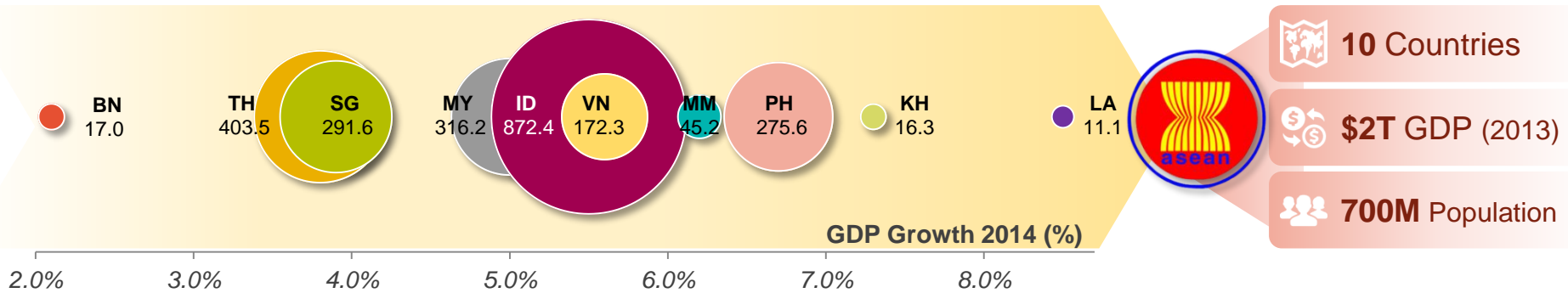
Continuous Changes - Competencies

AEC 2015 is just around the corner...



The ASEAN Economic Community...

2013 Gross Domestic Product (US\$bn)



**ASEAN
Economic
Community
2015**

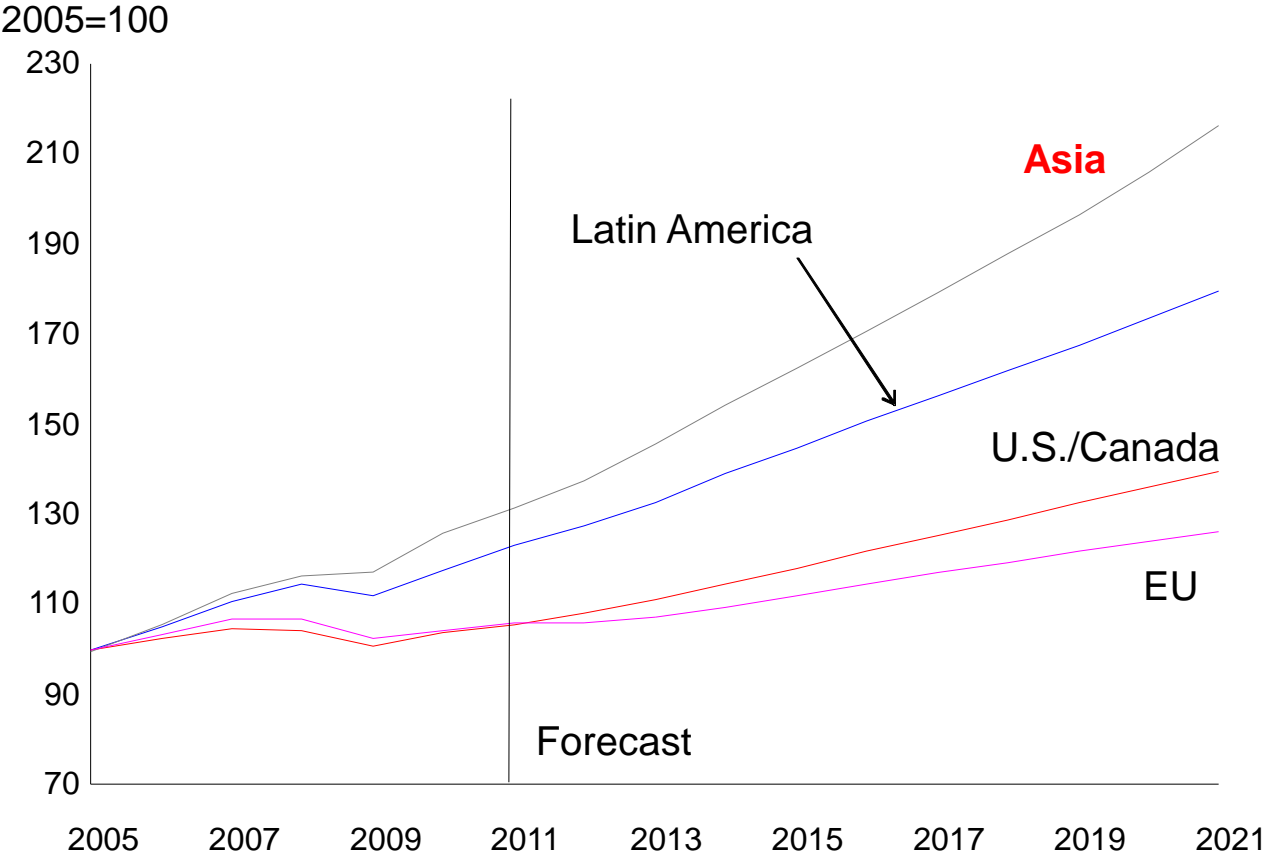
Regional Economic
Integration

- A single market and production base
- Free movement of services, investment and skilled labour
- Equitable economic development
- Fully integrated into the global economy



Global growth driven by emerging markets...

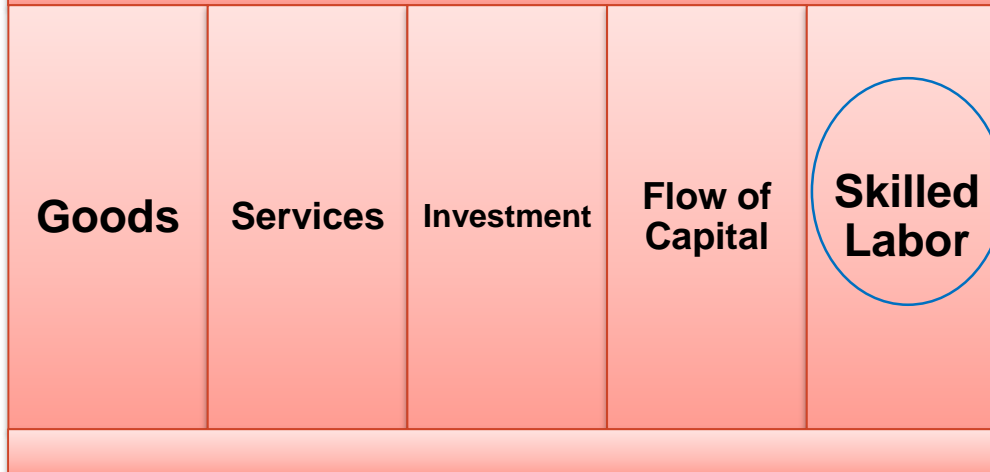
Prospects for real GDP



AEC & Human Resources Development & Capacity Building

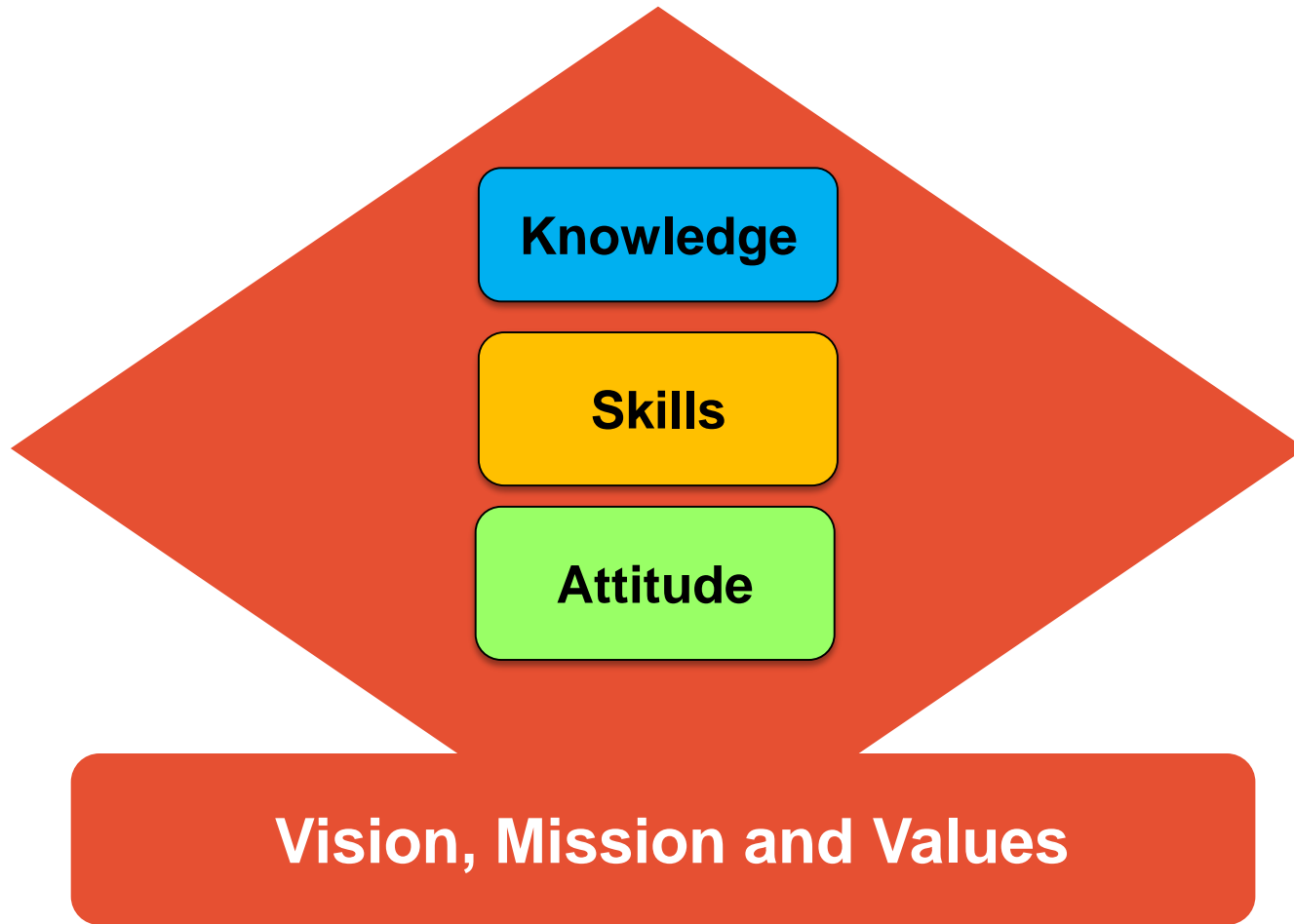


Free Movement



1. Medical Practitioners
2. Nursing services
3. Engineering
4. Tourism
5. Architect
6. Dental
7. Accounting

Impact on L & D - Workforce Competencies



Your Role

Planning, Budgeting, Execution & Monitoring for Results- Pillars for Strong Public Financial Management

What is the critical link ???

Efficiency
Effectiveness

Productivity

Performance
Financial
Viability

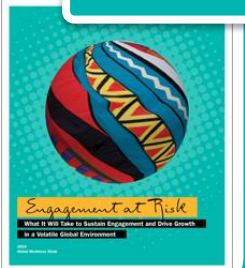
Headlines: Challenges and Opportunities

Friction Points. By 2021, a new map of talent surplus and deficits will emerge

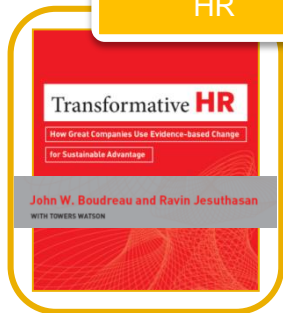


Talent 2021

GWS



Transformative
HR



Security Minded. Whether it is attraction or retention, financial security is top of mind

Engagement at Risk. Only 35% are highly engaged, stress is increasing and energy is flagging












Talent 2021: The landscape for Global talent will be very different over the next 10 years...

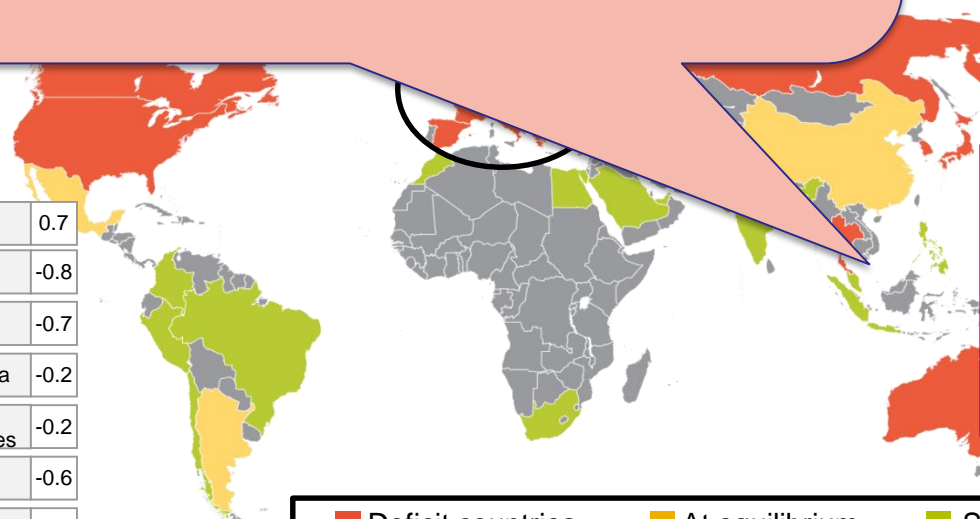
Gaps Between Growth in Talent Demand vs. Supply, 2011-2021

Thailand and Singapore will be NET IMPORTERS while Philippines, Indonesia and Malaysia will be NET EXPORTERS

 Canada	0.9
 USA	0.8
 Bermuda	-0.1
 Mexico	0.1
 Columbia	-1.1
 Brazil	-0.1
 Peru	-0.6
 Chile	1.0
 Argentina	0.1

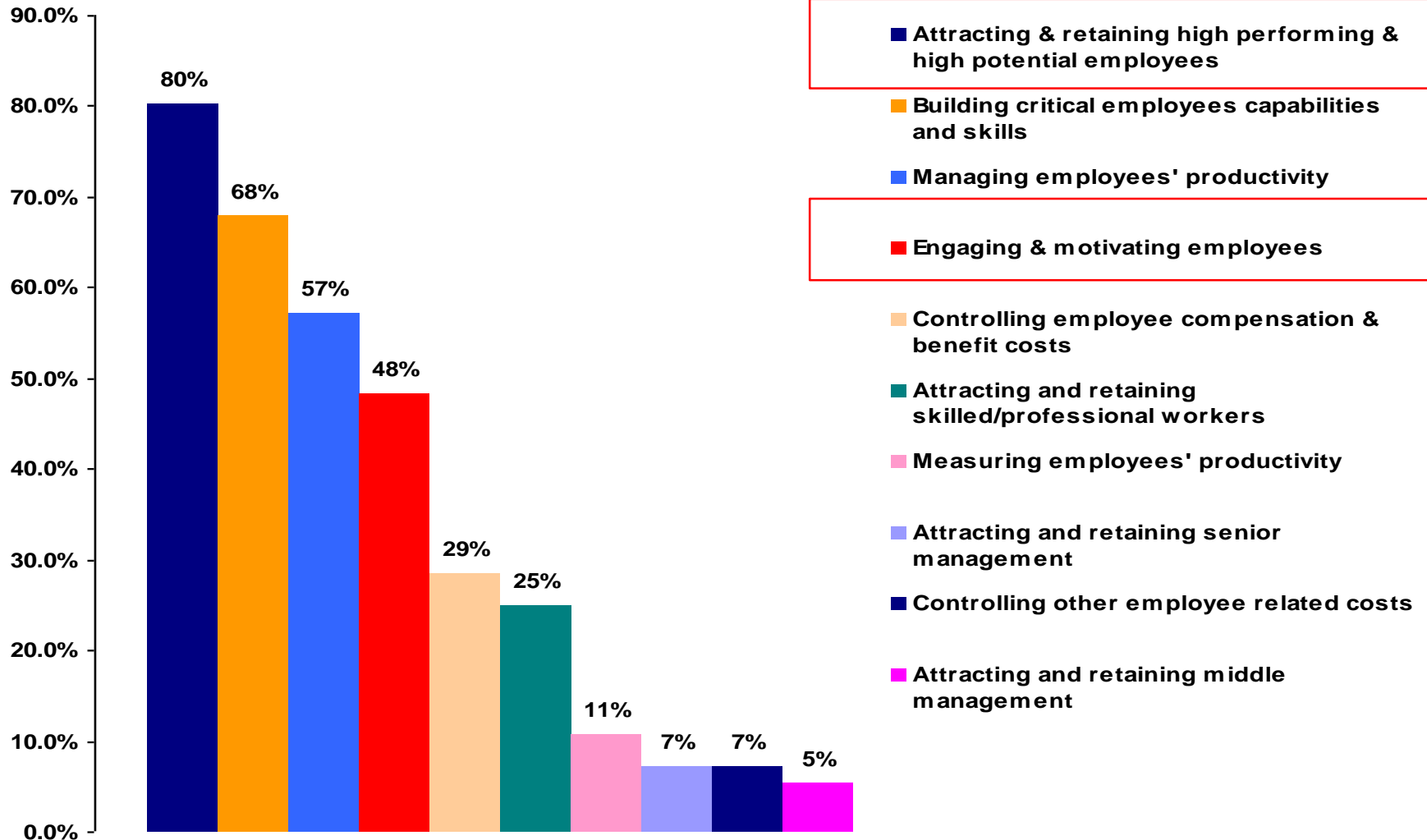
 Turkey	0.7
 Morocco	-0.8
 Egypt	-0.7
 Saudi Arabia	-0.2
 United Arab Emirates	-0.2
 Qatar	-0.6
 South Africa	-1.0

 Russia	0.1
 China	-0.0
 India	-2.1
 Japan	1.4
 South Korea	0.9
 Philippines	-0.2
 Thailand	0.6
 Malaysia	-0.1
 Indonesia	-1.5
 Singapore	0.6
 Australia	0.5



■ Deficit countries
 ■ At equilibrium
 ■ Surplus countries

Philippines: Top Human Resource Challenges Identified by Employers



Why Engagement?

An estimated **40% of corporate expenses are related to people**

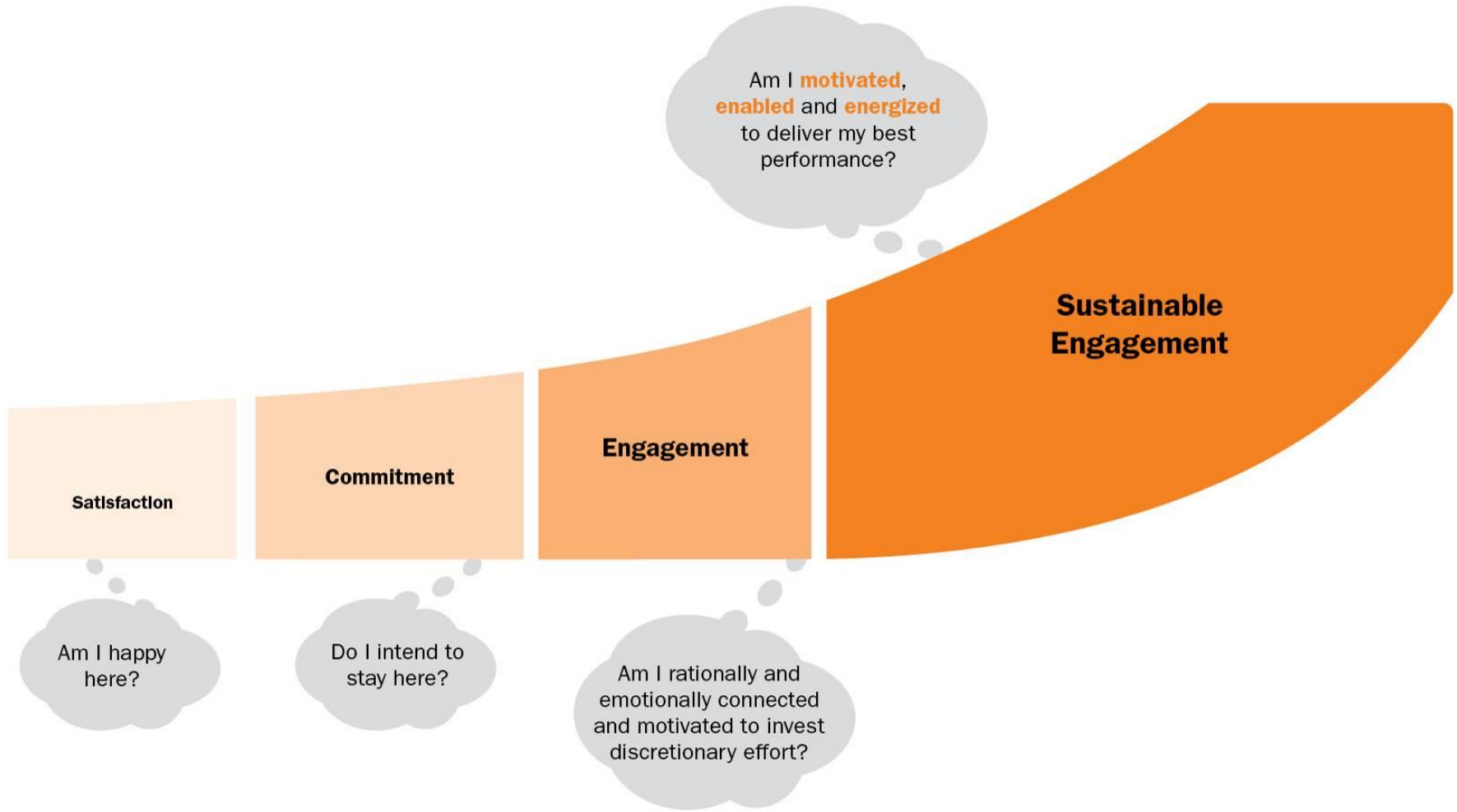
For most organizations, this is the single largest expense category on the balance sheet.

Increasingly, organizations are looking for ways to better understand their “human capital” – and to unleash its performance

Companies are under increasing pressure to identify where people add value in their business and to determine the return on HR investments, to control cost and maximise value

There is a continuing shortage of key talent with appropriate experience – better information on what attracts, retains and motivates these people in a particular company is essential

Evolution of employee research



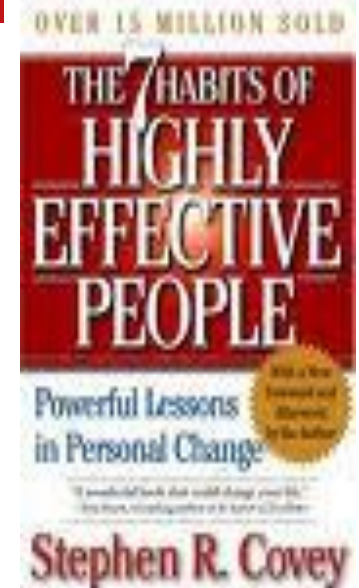
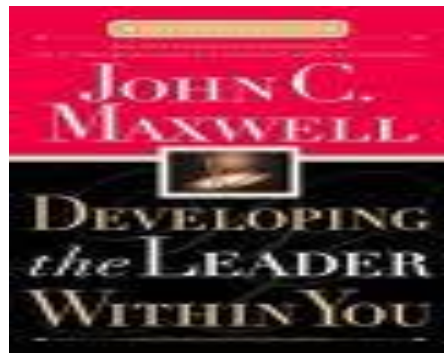
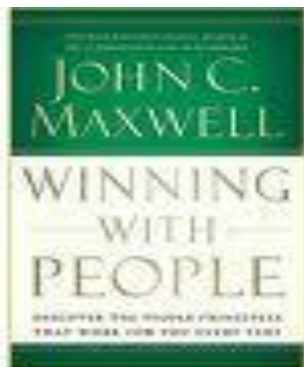
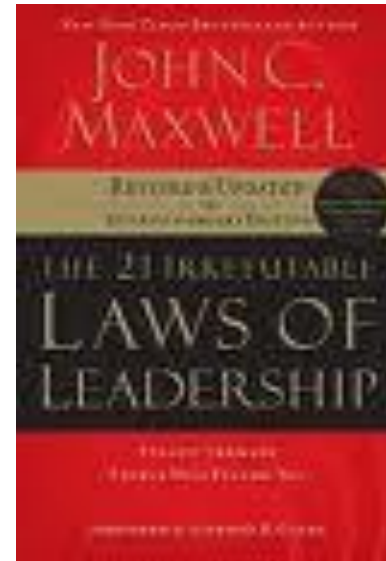
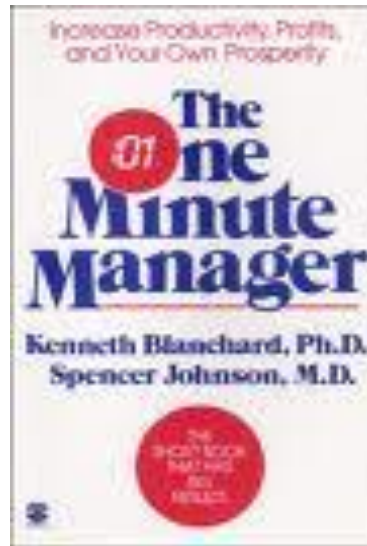
PremiseEmotional wellness at work = Healthy Bottom line

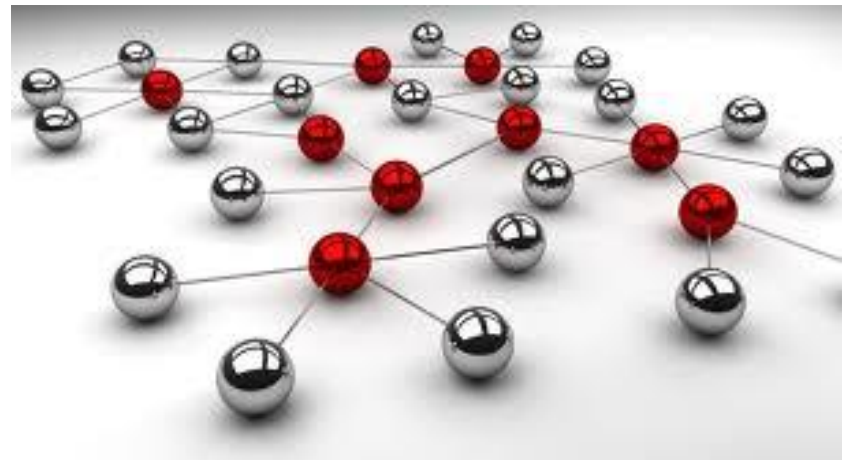
- We all want to work in places where we feel at our best.
- Employers' viewpoint, people who feel at their best can perform at their best.
- Employee's viewpoint, people who are encouraged and motivated can perform at their peak.
- Helping others get and stay in that state of well being begins with helping ourselves get there.
 - **Dimensions:**
 - **Physical**
 - **Financial**
 - **Social**
 - **Mental**
 - **Emotional**
 - **Spiritual**

PremiseLeadership drives Engagement

- Leadership has a great deal to do with which way our inner state goes. Emotions are contagious. And they flow most strongly from the most powerful person in a group.
- A leader needs to manage his/her own emotional state well, so she can impact others in the direction of well being.
- Impact is not so much in what a leader does, as what he sends in nonverbal – tone of voice, facial expression, all the emotional channels the brain has been wired to read and react to.

“LEADERSHIP is not
something you do TO people.
It is something you do WITH
people !!!”





Influence... People for GOOD



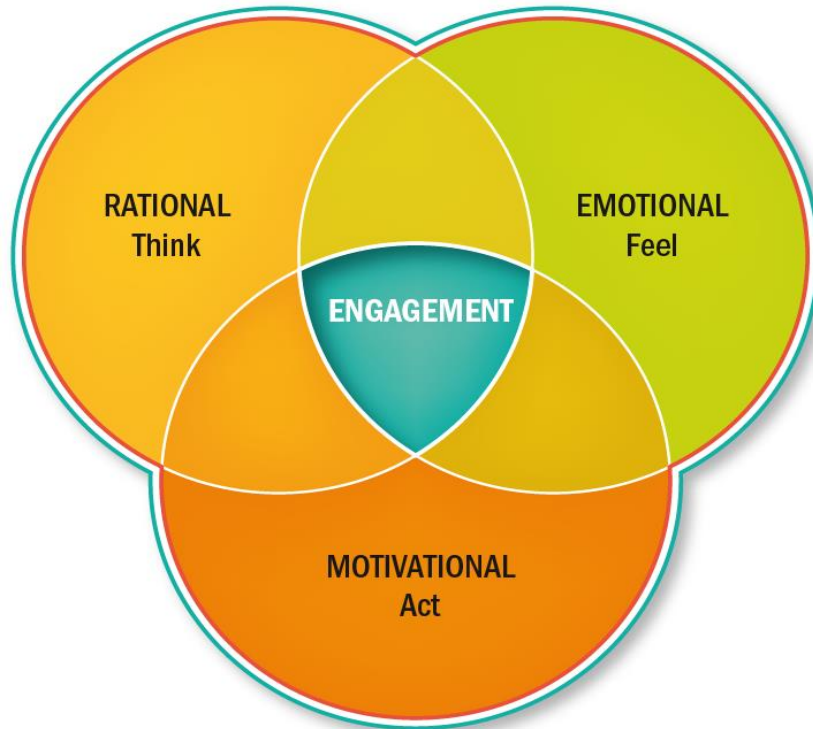
Be all they can be !!

New Employment Deal



**BUSINESS LIFE IS ABOUT
RELATIONSHIPS, ABOUT PEOPLE
AND ABOUT CHARACTER**

Towers Watson's Traditional Engagement Model



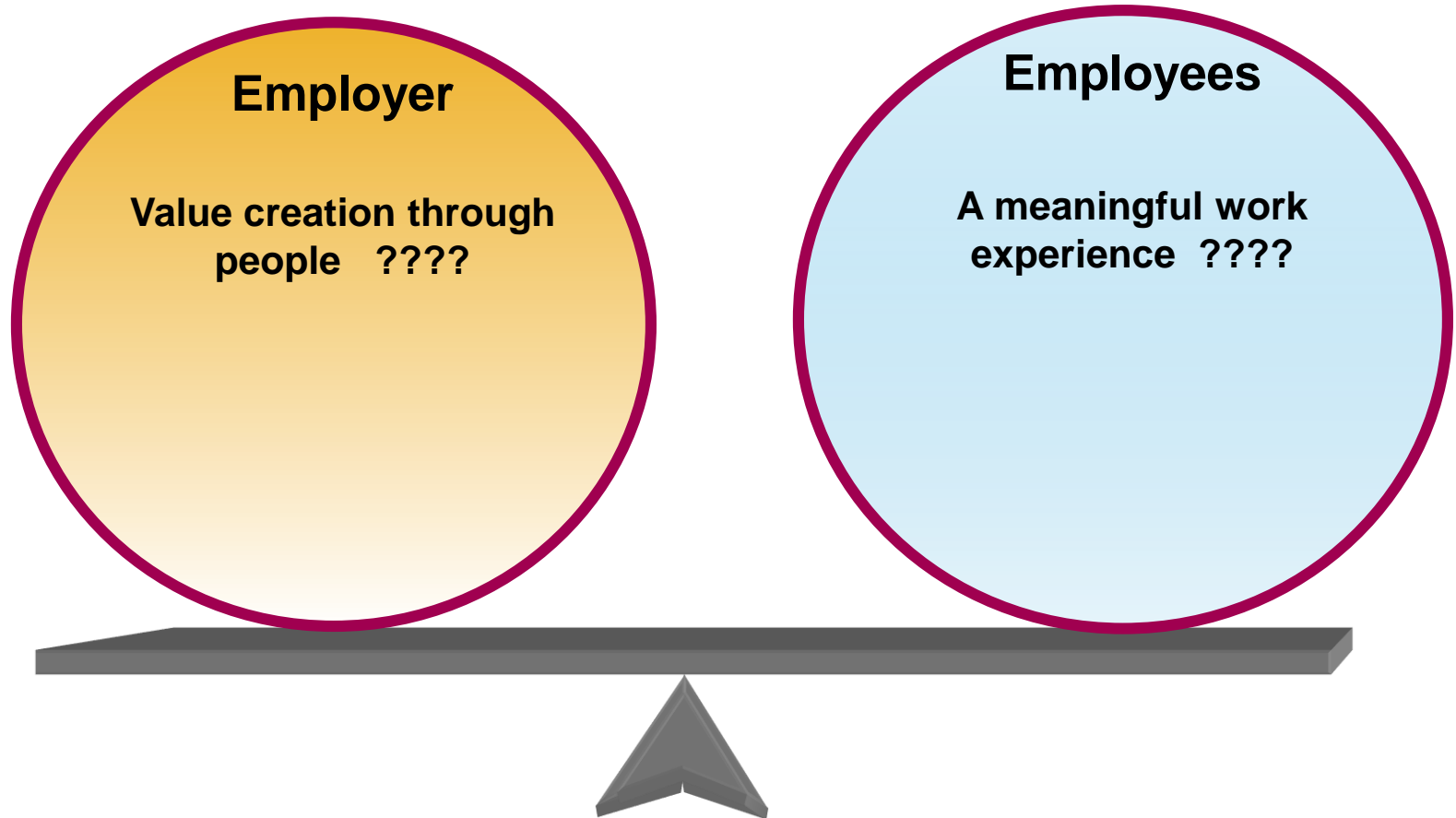
Engagement has three dimensions:

THINK – Cognitive Belief in and support for the goals and values of the company.

FEEL – Affective Sense of belonging, pride, attachment to the company.

ACT – Behavioral Willingness to go the extra mile; intention to stay with the company.

A compelling “Employment Deal” requires a win-win relationship . . .



Signs of Engaged Employees

Engaged employees are highly committed to the company and understand how they can make a positive contribution.

- Tend to be more productive
- Less likely to leave the organization
- More resilient in the face of major organizational change
- Go above and beyond
- Are highly focused
- Demonstrate innovation
- Are passionate and motivated
- Help other team members
- Take on new initiatives
- Recommend the organization to others
- Offer ideas for improvement

Source: *The New Employment Deal: How Far, How Fast and How Enduring*, Towers Watson, 2010.

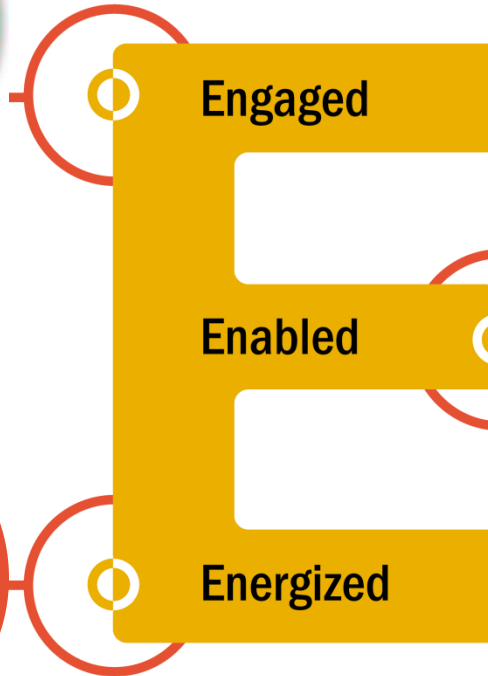
Sustainable Employee Engagement

TW's model goes beyond traditional engagement to also measure sustainability of engagement through enablement and energy



Ensuring *capability* to do the job well

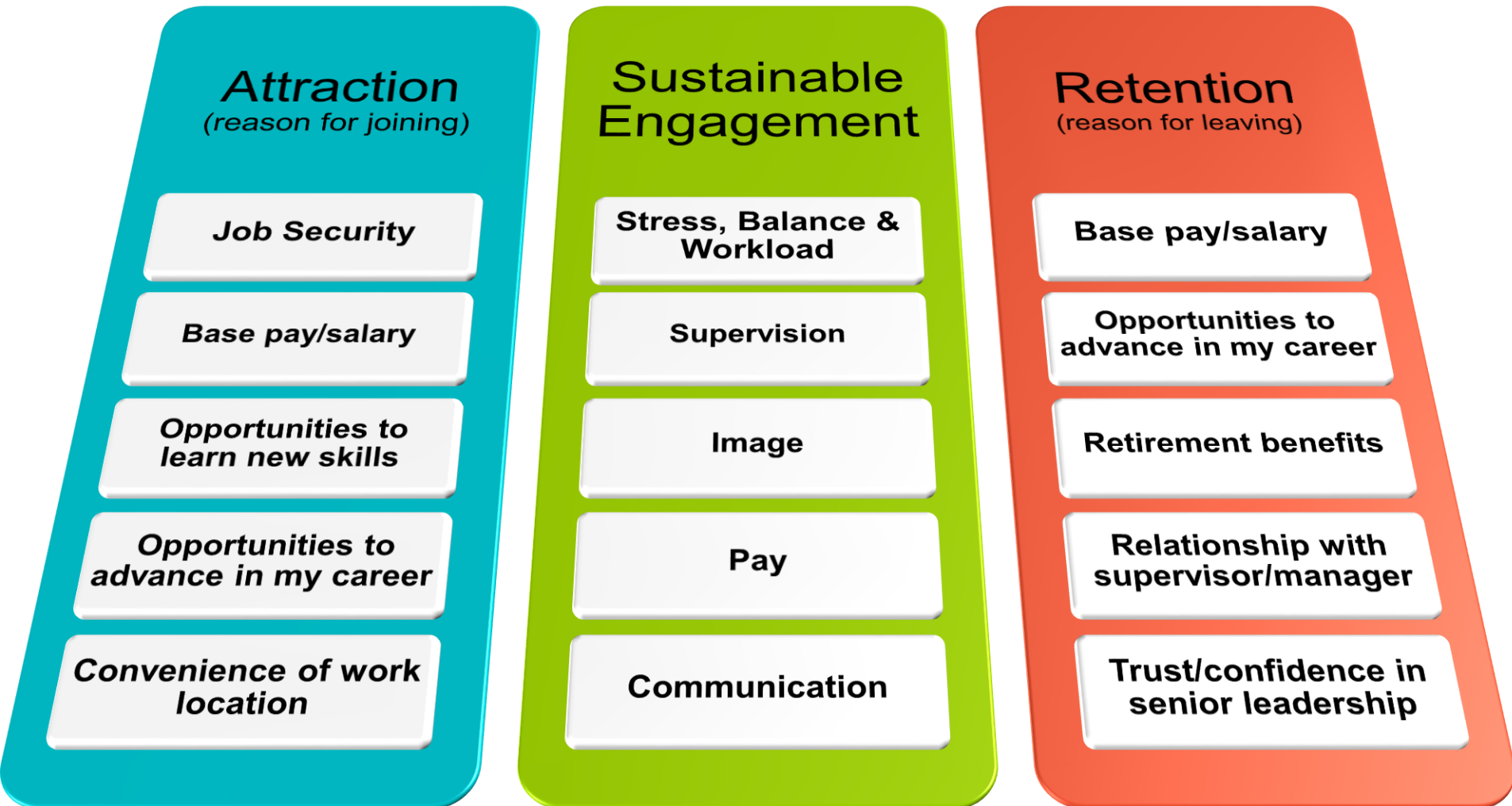
Individual physical, interpersonal and emotional well-being at work



Ensuring *capability* to get job done right

A local work environment that supports productivity & performance

Top Drivers of Employee Attraction and Retention – Philippines



Source: Towers Watson 2012 Global Workforce Study – Philippines
towerswatson.com

Demographic profile of top retention drivers

Q. Top 5 reasons why you might choose to leave your current employer

Reason	PHI	Male	Female	<30	30-39	40-49	50+	Hi-Po
Base pay/salary	1	1	1	1	1	1	1	1
Opportunities to advance in my career	2	3	3	2	3	4	3	4
Retirement benefits	3	2	4	4	2	6	2	2
Relationship with supervisor/manager	4	5	2	3	5	3	4	3
Trust/confidence in senior leadership	5	4	5	8	6	2	5	5
Job security	6	10	6	5	4	10	-	6
Health care & wellness benefits	7	8	8	-	8	7	7	7
Ability to manage or limit work-related stress	8	9	7	7	7	8	-	9
Physical work environment	9	6	9	6	-	5	10	-
Long-term incentives (e.g. stock awards)	10	7	10	-	9	-	6	8

Source: 2012 Global Workforce Study – Philippines

towerswatson.com

 Top 5

Highlights: Philippines vs. Global

87% 68%

Believe strongly in the goals and objectives of their organization.

92% 78%

Are willing to put in extra effort beyond what is normally expected to help their organization succeed.

87% 72%

Are proud to work for their organization.

45% 38%

Consider **Job Security** as the most important reason why they joined their current organization.

47% 42%

Consider **Base Pay/Salary** as the most important reason why they might leave their current organization.

31% 28%

Are likely to leave their organization within the next two years.

Source: 2012 Global Workforce Study

Employee turnover is not an event – it is a process of disengagement that can take days, weeks, months or even years until the actual decision to leave occurs.



Exchange Ideology Concept

The effort one invests at work depends directly on one's perception of how the organization as represented by all its leaders and managers treat him.

Employer Perspective

Having that brand of leadership with focus **on authenticity and trust that retains, engages and motivates employees to drive business success.**

Employee Perspective

Employees' connection with the Leadership brand determines their level of **discretionary effort in bringing the company's mission, vision and values to life.**

Our Realities

Who I am precedes what I do!!

People are impacted by who I am. My general behavior impacts others around me

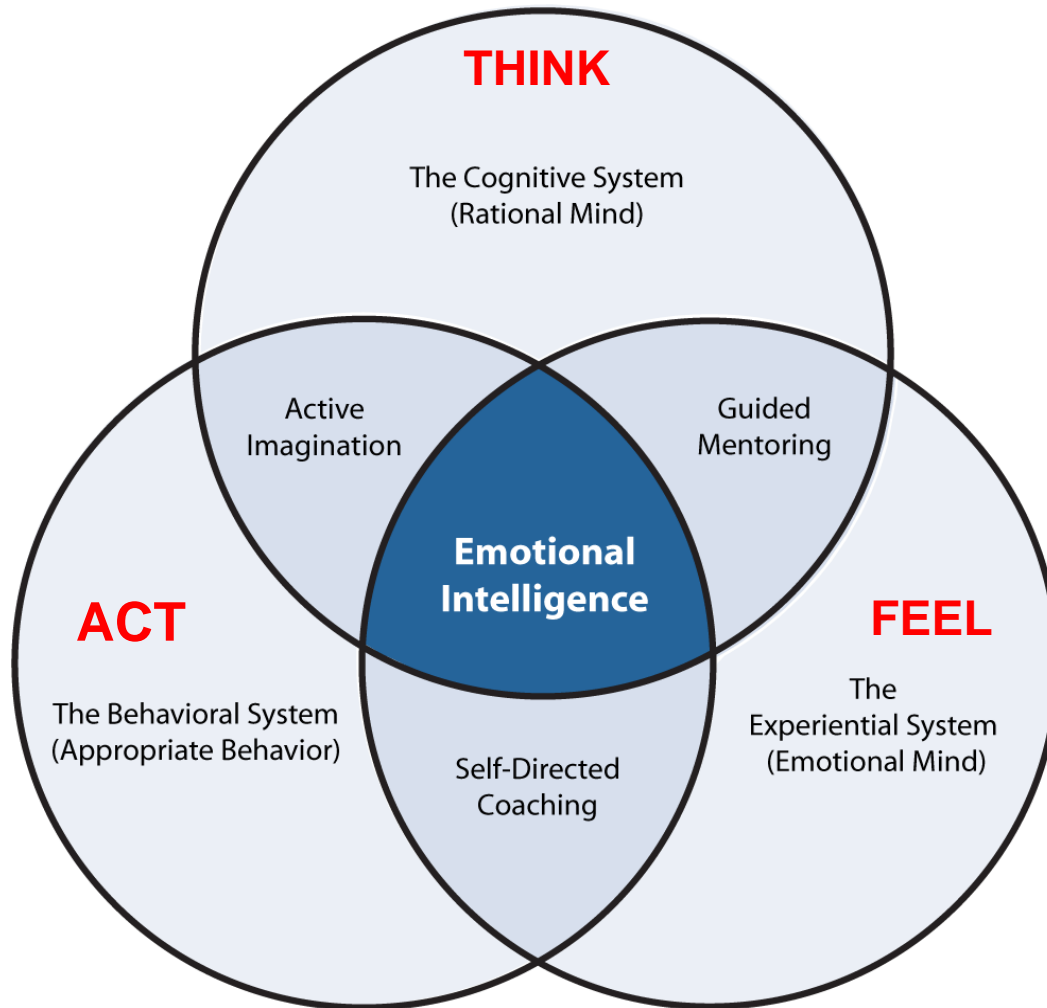
Personal engagement precedes corporate engagement!!

How can I possibly be effective in my organization if I am not effective in leading my own life well.

Making a choice!!

Reshaping my personal mental landscape for better relationships that would propel productivity towards performance

Personal Engagement



What is EQ Conceptually?

A little effort grows a lot!



...the foundation
for critical skills.

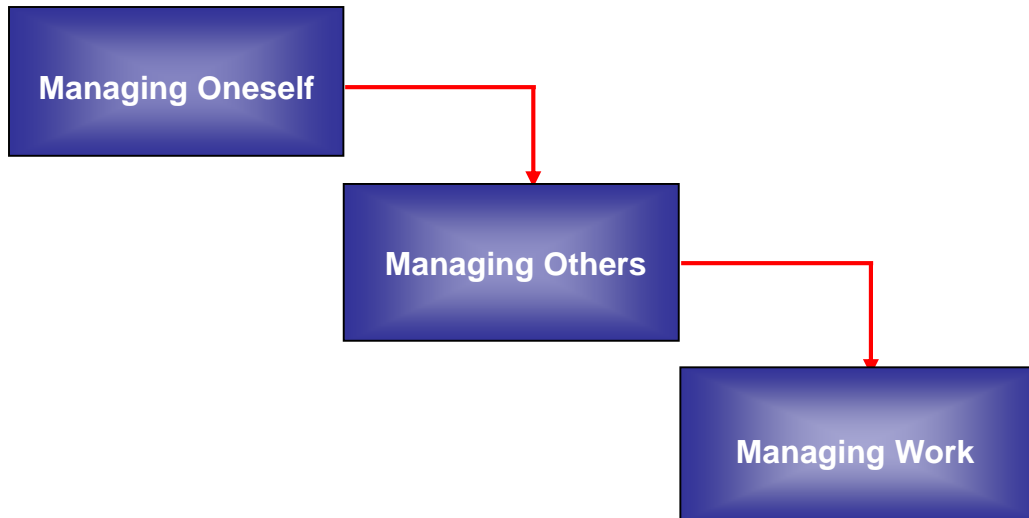


What are the four basic emotions?

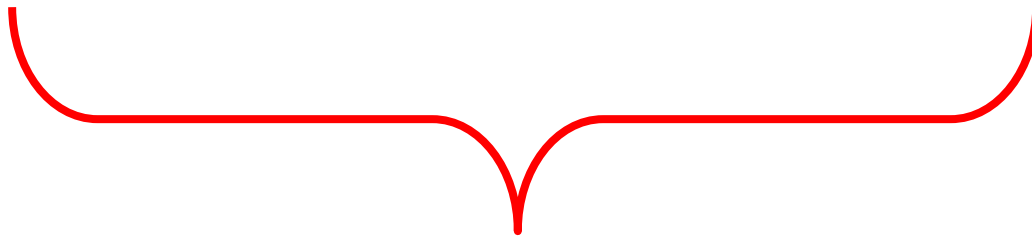
- Anger - Immediate danger in the present!
- Fear - Potential danger in the present!
- Sadness - Loss in the present!
- Happiness- Simply enjoying the moment !!



Philosophy behind Engagement

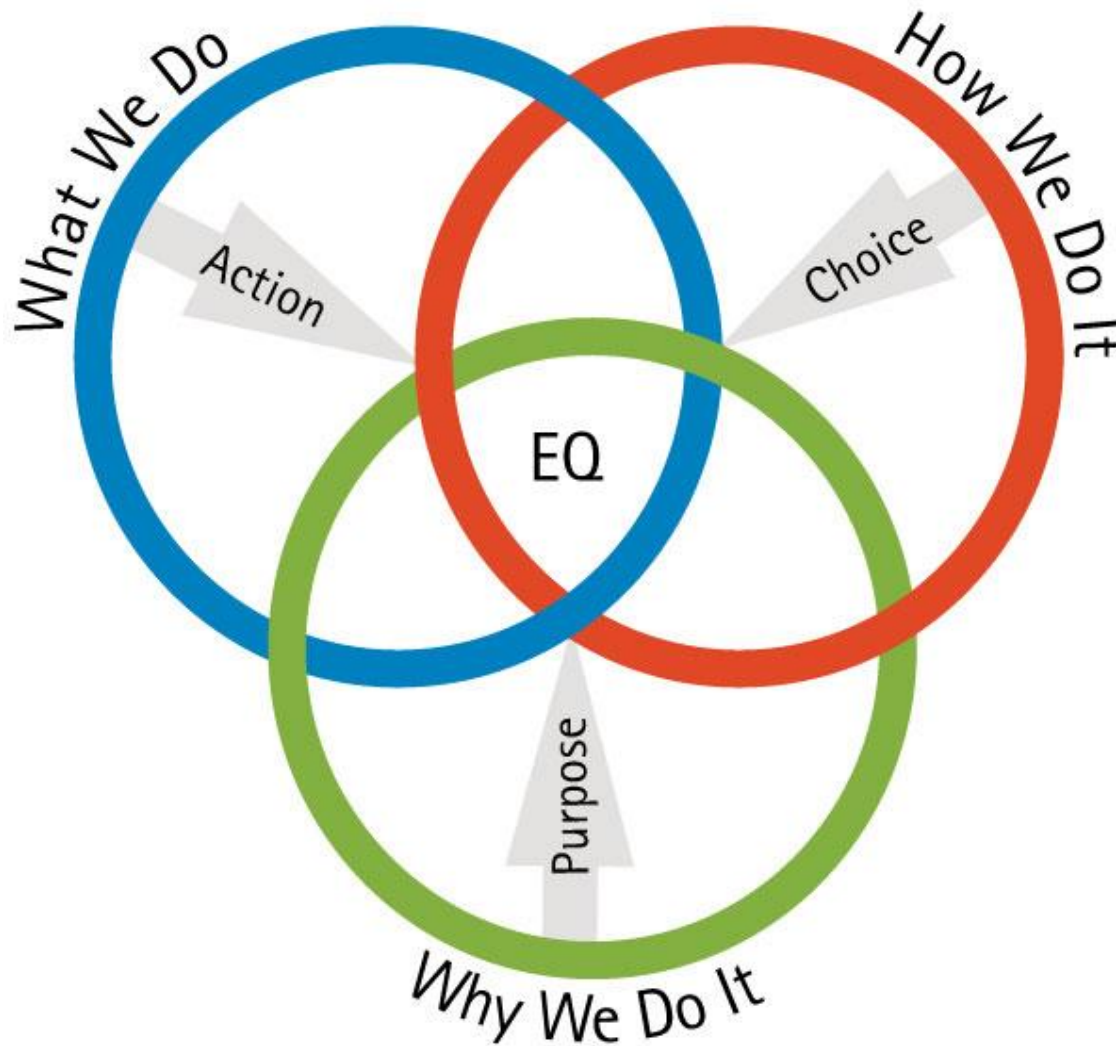


????
How can we as leaders, managers and associates create value for our company vs. what is actually accomplished?

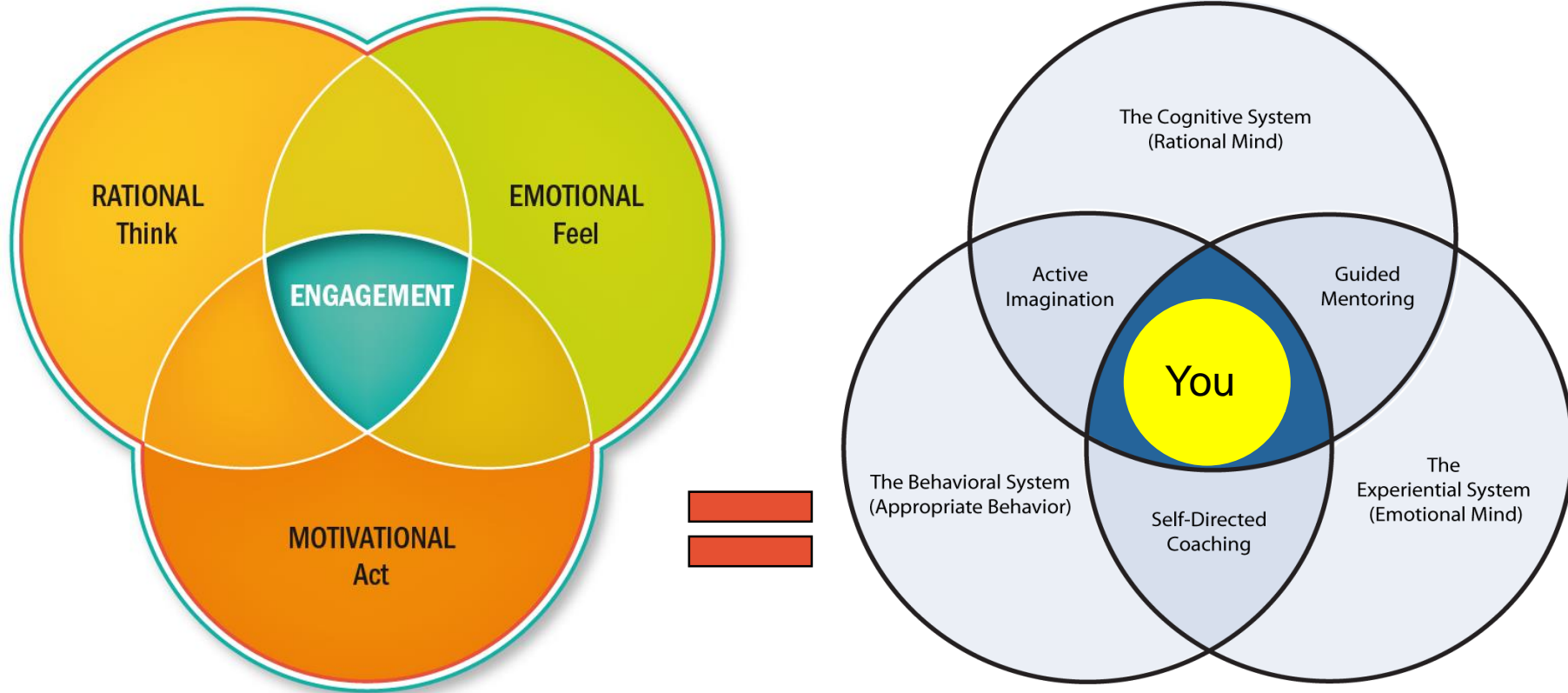


COMMUNICATION, COMMITMENT, CONNECTION, CONTRIBUTION

Alignment

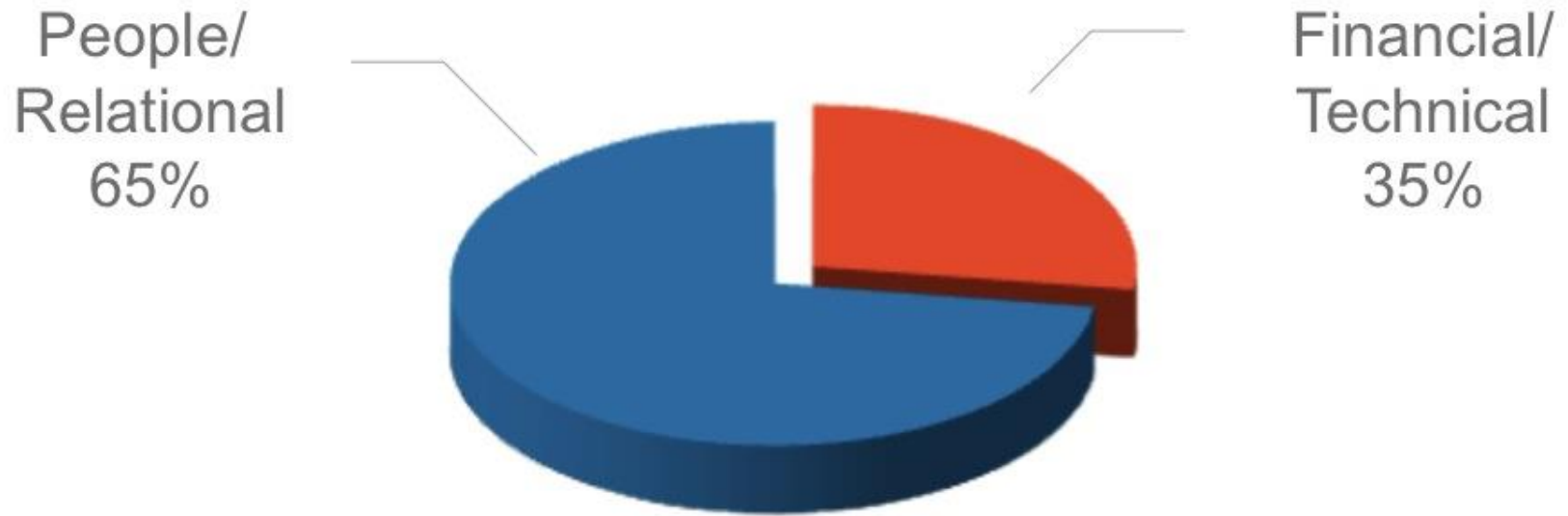


Corporate & Personal Engagement





Top Issues



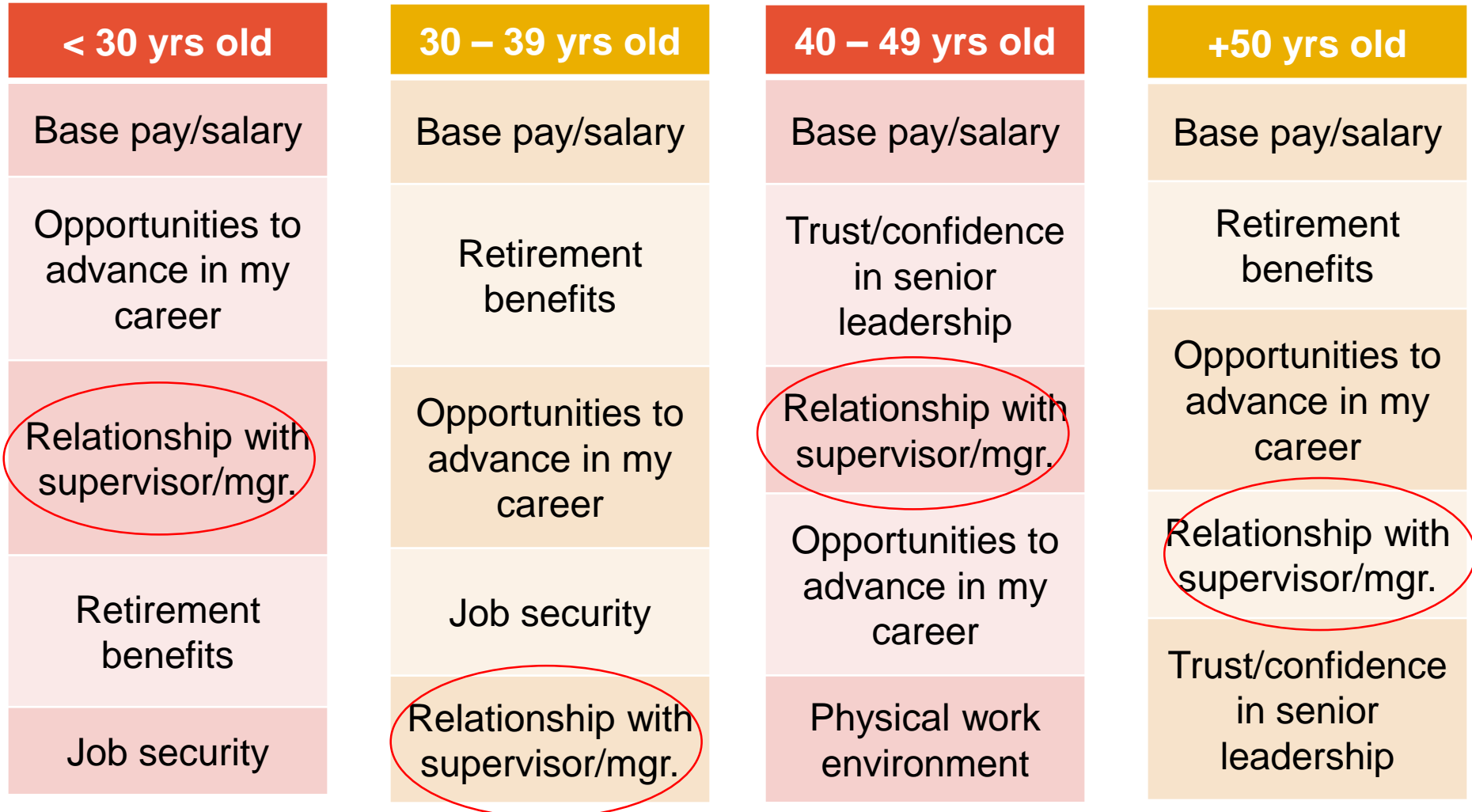
Why is the “soft stuff” so hard?

Getting Work Done

- 97% of employees surveyed said they could be more productive;
- 49% said they could increase productivity by 50% or more.³⁰

Source: Freedman & Fiedeldey-Van Dijk (2008) www.6seconds.org/case

Retention Drivers by Age Group



Source: Towers Watson 2012 Global Workforce Study – Philippines
towerswatson.com

“Not FINANCE, not STRATEGY not TECHNOLOGY !!! It is TEAMWORK that remains to be the ULTIMATE competitive advantage. Both because it’s powerful and RARE !!”



Patrick Lencioni

Author of 5 Dysfunctions of a Team

4 Obsessions of an Extraordinary Executive

Putting things in Perspective

● Towers Watson Competency Study

- Leadership is a key tool in driving employee engagement and business performance.
- Many companies are not well equipped to help emerging leaders develop the required skill set and competencies to lead in the future
- Leaders are facing much higher expectations regarding the speed and magnitude at which strategy and change must occur
- New skills and combination of competencies are required to lead on the new economy
- **Building an emotional connection with others is critical as a leader**

● Key Findings: Business Case of EQ

Why is EQ Critical Now?

- **Knowledge and Relationships** are the currency of the new economy
- **EQ links to job and bottom line performance**
- Changes in the “emotional brain” are possible.

Characteristics most desired in Senior Leaders

Rank	Characteristic	
1	Cares about the well-being of others	
2	Encourages the development of talent	
3	Is Trustworthy	
....		
....		
18	Manages Financial Performance Successfully	
19	Positions organization to compete in global biz. Envir.	
20	Focuses the organization on satisfying the customer	
21	Promotes brand/image	
22	Maintains high profile outside of the organization	

Source: Towers Watson Total Reward Survey – 2010

What do supervisors say about high performing leaders?

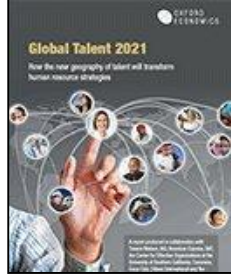


Colors represent themes. Larger words are more frequent.
Graphic made with textisbeautiful.net

6seconds.org 

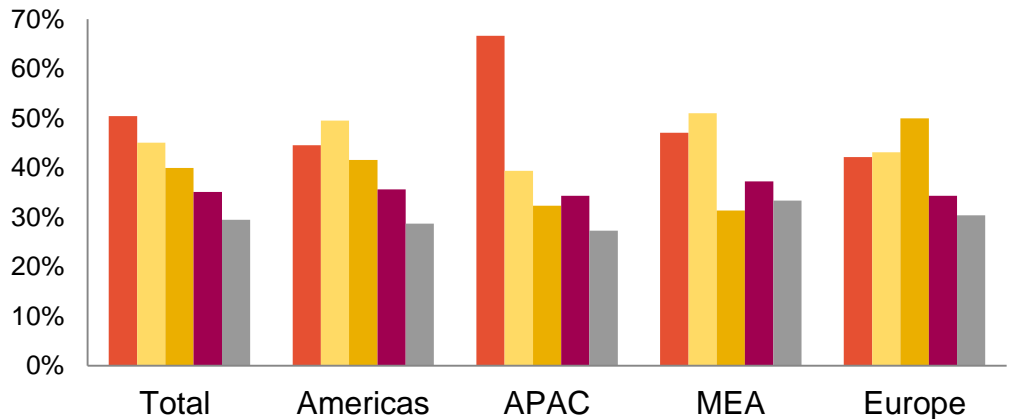
A person in a dark suit is seen from behind, standing on a balcony or ledge of a high-rise building. They are looking out a large window at a vast city skyline under a cloudy sky. The scene is captured in a cinematic, slightly desaturated style. The right side of the image is overlaid with a light blue gradient.

COMPETENCIES REQUIRED IN THE FUTURE



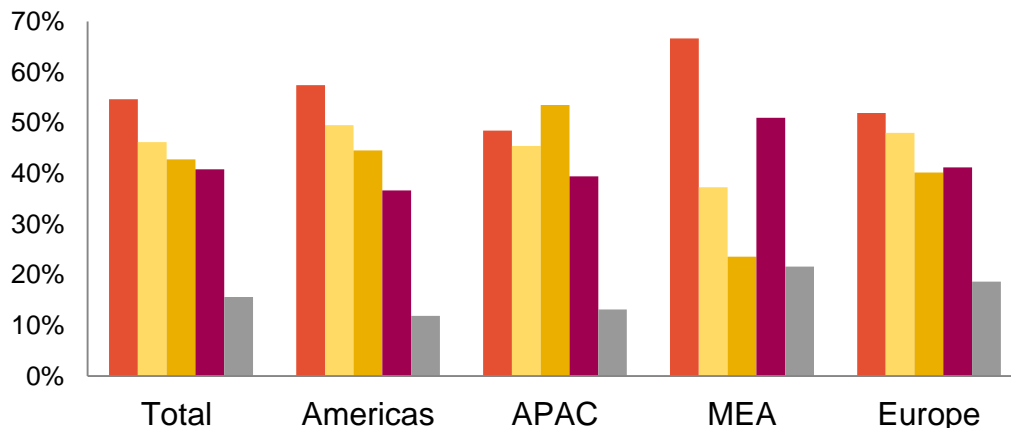
A need for new skills in the future

Digital Skills

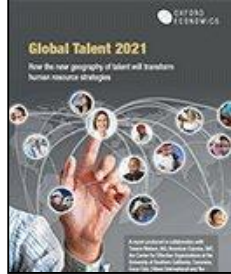


- Digital business skills
- Ability to work virtually
- Understanding of corporate IT
- Digital design skills
- Ability to use social media and web 2.0

Agile Thinking

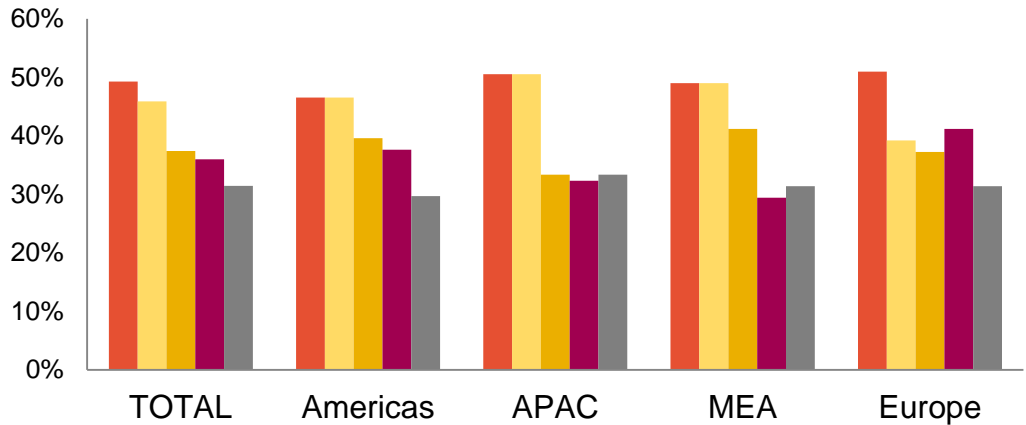


- Ability to consider and prepare for multiple scenarios
- Innovation
- Dealing with complexity and ambiguity
- Managing paradoxes, balancing opposing views
- Ability to see the "big picture"



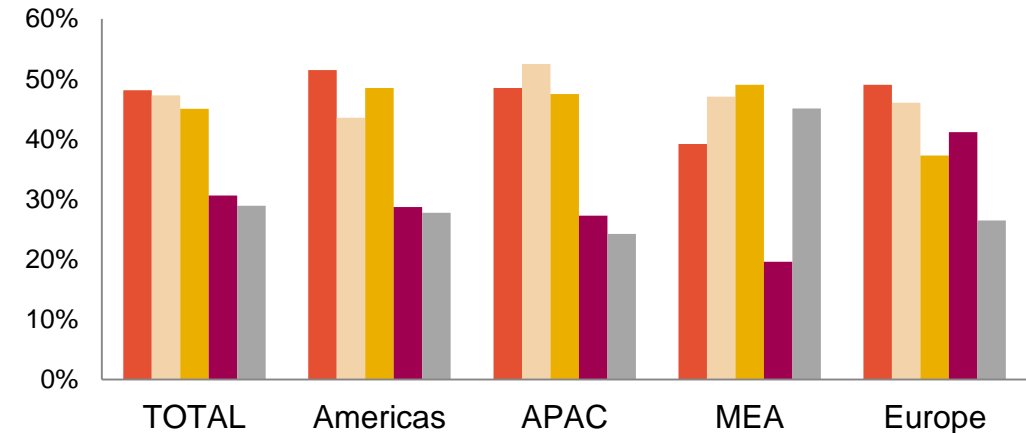
A need for new skills in the future

Global Skills



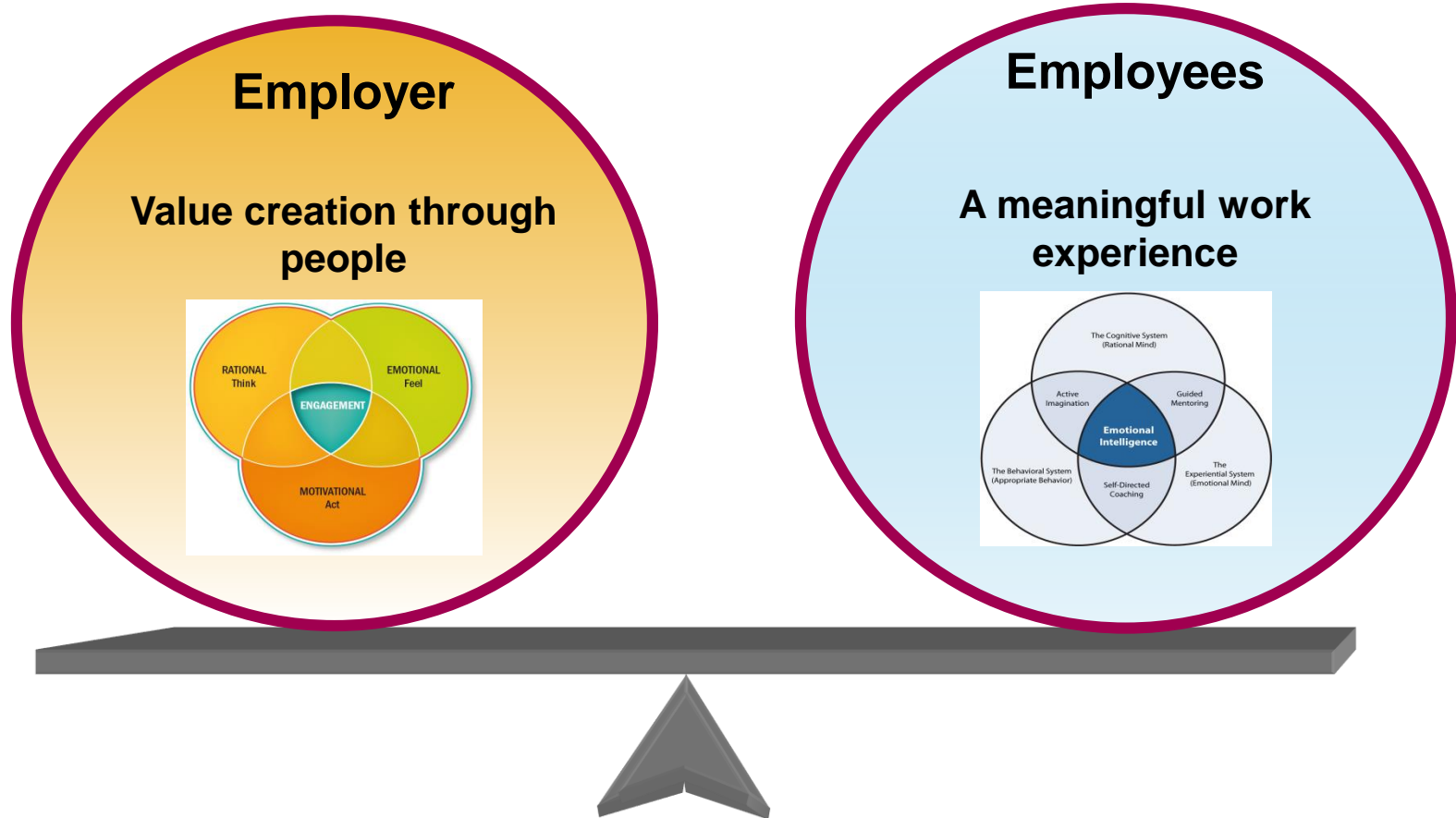
- Ability to manage diverse employees
- Understanding international markets
- Ability to work in multiple overseas locations
- Foreign language skills
- Cultural sensitivity

Interpersonal and Communication Skills



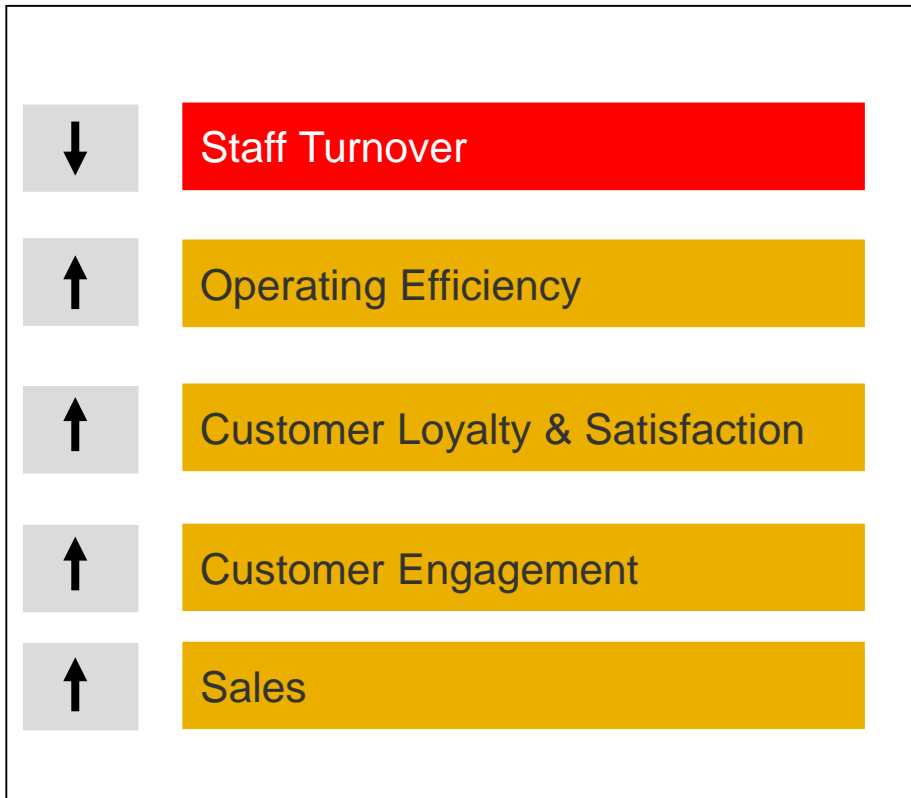
- Co-creativity and brainstorming
- Relationship building (with customers, partners, government, etc.)
- Teaming (including virtual teaming)
- Collaboration
- Oral and written communication

A compelling “Employment Deal” requires a win-win relationship . . .

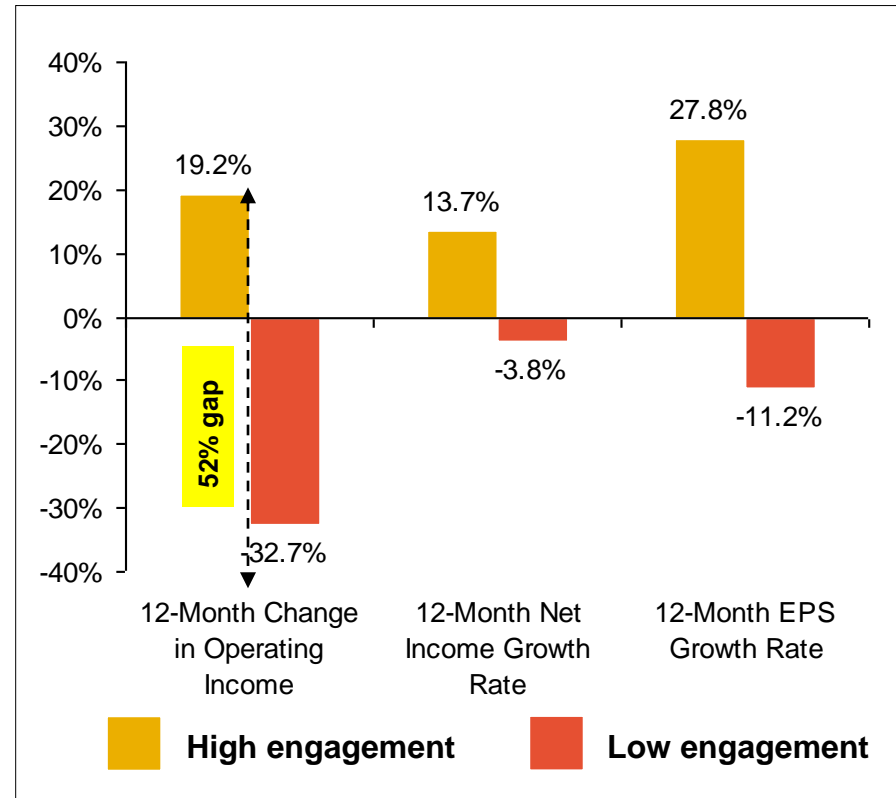


Business Impact of Employee Engagement

Client research verify significant links to key metrics



A 12-month study across 50 global companies



Categories Measured

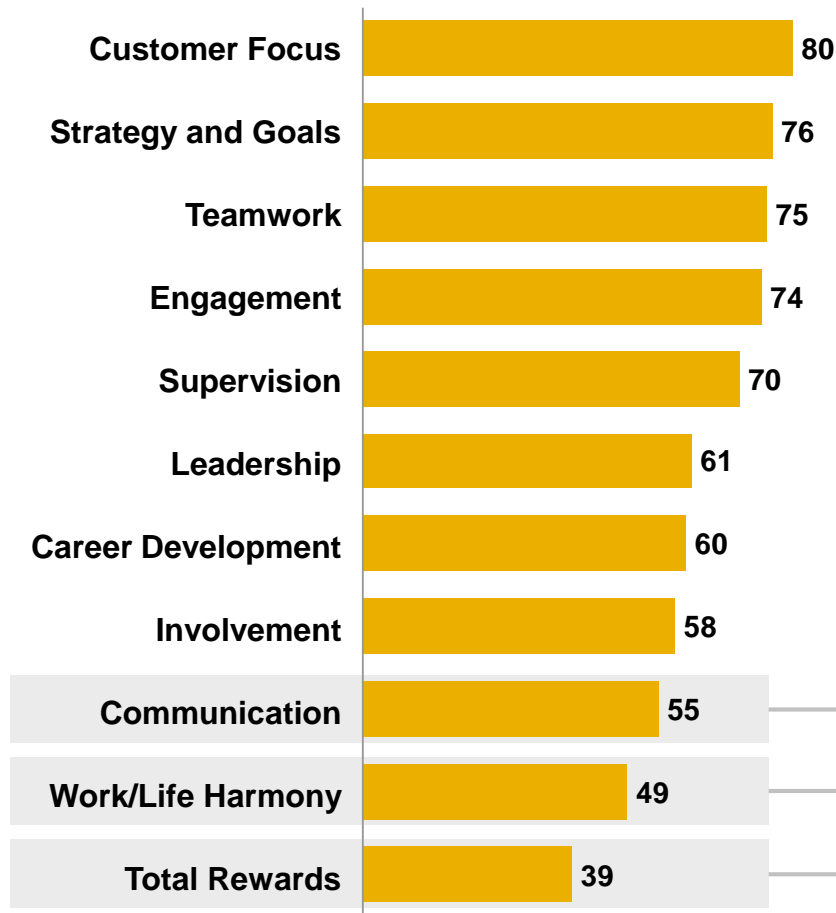
Typical key workplace factors measured are:

- Leadership
- Strategy & Direction
- Supervision
- Communication
- Organizational Change
- Working Relationships
- Empowerment
- Training
- Work Tools and Conditions
- Stress Balance & Workload
- Engagement
- Pay & Reward
- Quality
- Customer Focus
- Organizational Culture
- And many more.....

Benchmarking is vital to interpret the real priorities

Perceived Issues

% Favorable



Real Issues

Difference vs. Industry Norm



Towers Watson has the world's leading benchmarks to assess cultural, demographic and industry variation



250 norms, all updated annually. Over 4 million employees surveyed each year.

HOW FAR FORWARD WOULD WE NEED
TO GO IN OUR LIFE TO SHOW THE
DIFFERENCE WE MAKE?

Deciding to do something **WONDERFULLY
DIFFERENT** will make all the **DIFFERENCE**

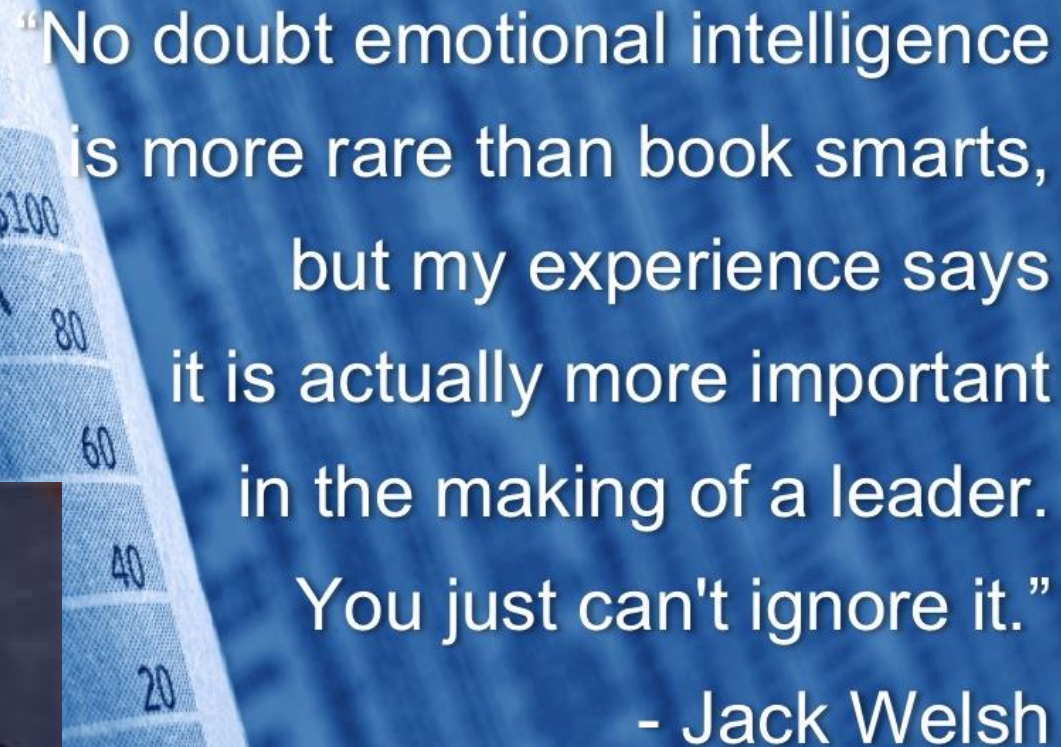
Putting it all together: Mapping the journey to higher performance through employee engagement

- 
- A background image showing four hands of different skin tones holding four interlocking puzzle pieces in a circle. The puzzle pieces are colored red, yellow, green, and grey. The hands are positioned around the pieces, with fingers gripping the edges, symbolizing teamwork and collaboration.
- 1. Design an engagement programme in harmony with your strategy, values and business priorities**
 - 2. Plan for impact right from the start:**
 - 3. Benchmark against your peers and against local cultures**
 - 4. Make it easy for managers and leaders to act; drive accountability; measure and report progress**

Seizing the Opportunities



- No single event makes or breaks engagement.
- High engagement is the result of numerous **positive interactions** and events that translate into a **positive employee experience**.
- Employees are looking for guidance, feedback, security from their employers and engageable moments are clearly personal events and situations where employees see that actions of the organization do speak louder than words.
- Well designed, well implemented HR programs backed by managerial training and support from HR helps managers and supervisors leverage daily employee interactions to strengthen engagement.

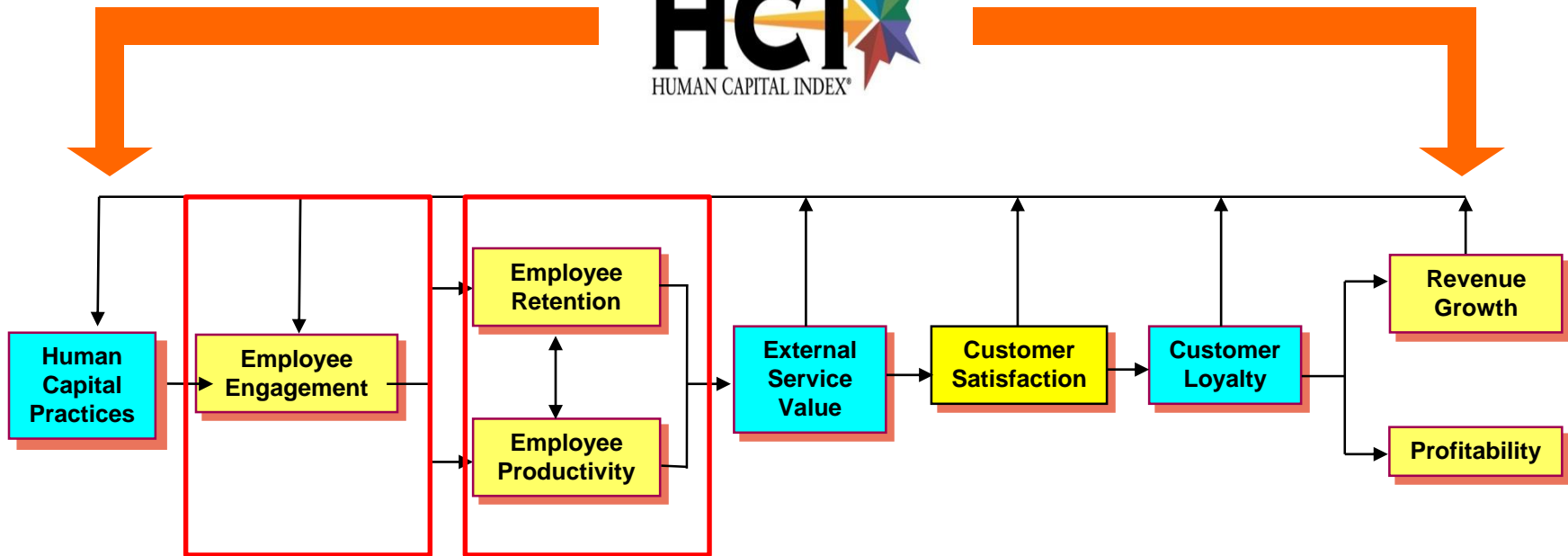


“No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can't ignore it.”

- Jack Welsh



Measuring the Service-Profit Chain – The HCI Methodology



Source: Adapted from “Putting the Service-Profit Chain to Work,” Heskett, et al, – Harvard Business Review, March-April, 1994.

Key Take -Aways

- What you do every day is who you become.
- Sometimes it's something as simple as seeking out a different view that can change everything.
- It becomes easier to let go of old your old story and make room for your new one.
- When you change what you do, you can change your life, your organization, your community—the world.

It starts with you...

**“The smartest thing you can do
with emotional intelligence
is turn it on yourself.”**

Harvard Business Review

"If we want something we've never had then we've got to do something we've never done." ♥

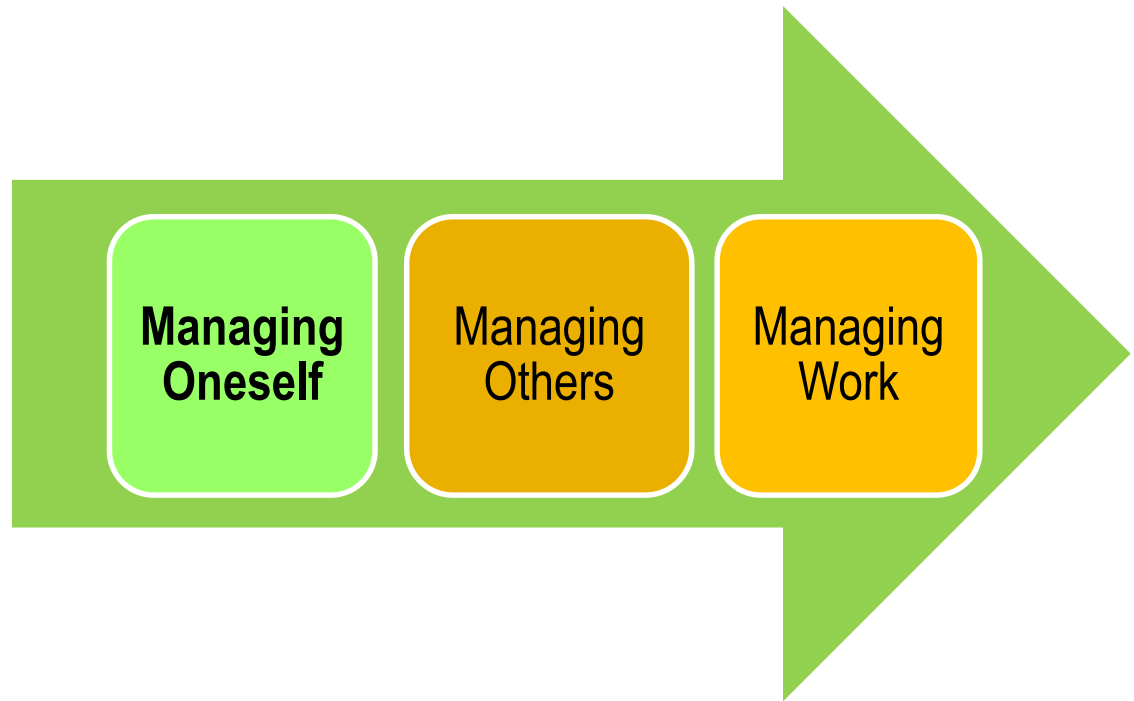
Self-Awareness - Start of self-management



**SELF
AWARENESS**



SELF CORRECTION



BLESSED ALVARO DEL PORTILLO



**How can you influence the indifference of children?
“ Just smile and continue smiling. Show them that you
LOVE them, and when they **feel LOVED**. . they will listen!”**

SUCCESS on any major scale requires us to accept responsibility. . . in the final analysis, one quality that all successful people have is the ability to take on **RESPONSIBILITY !**

Michael Korda

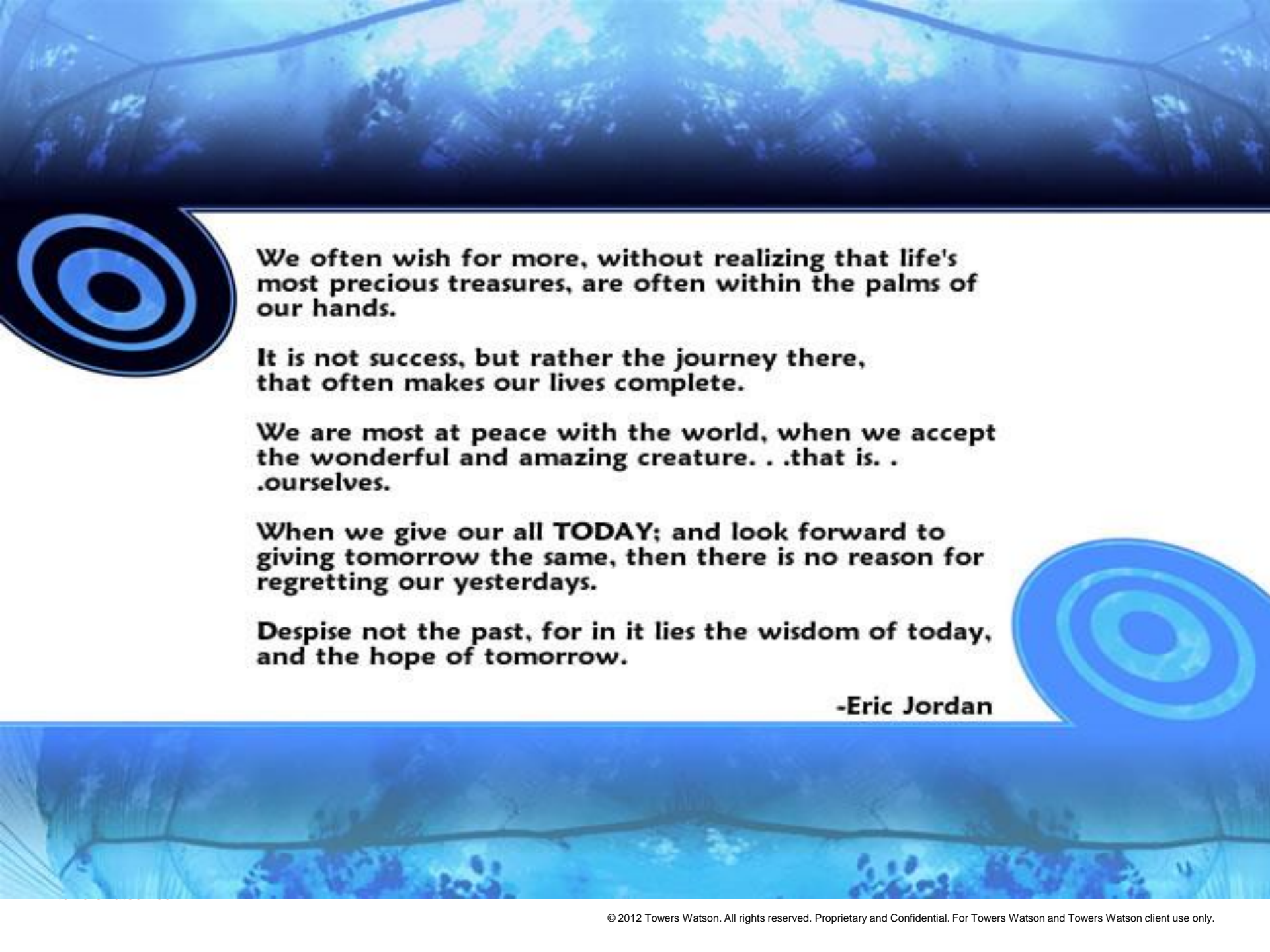


*The world hates change, yet it is
the only thing that has brought
progress*

Charles Kettering



- Life isn't about finding yourself.
Life is about creating yourself.
- **George Bernard Shaw**



We often wish for more, without realizing that life's most precious treasures, are often within the palms of our hands.

It is not success, but rather the journey there, that often makes our lives complete.

We are most at peace with the world, when we accept the wonderful and amazing creature. . .that is. . .ourselves.

When we give our all TODAY; and look forward to giving tomorrow the same, then there is no reason for regretting our yesterdays.

Despise not the past, for in it lies the wisdom of today, and the hope of tomorrow.

-Eric Jordan



Treasure Yourself

Treasure Your Work

Treasure Your Company

Treasure Your Relationships

Treasure the World of MORE !!

Think more

Feel more

Be **ENGAGED** More!!

Your Actions become More!!

That's the power of Engagement



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