



## Successful Employee Engagement Strategies

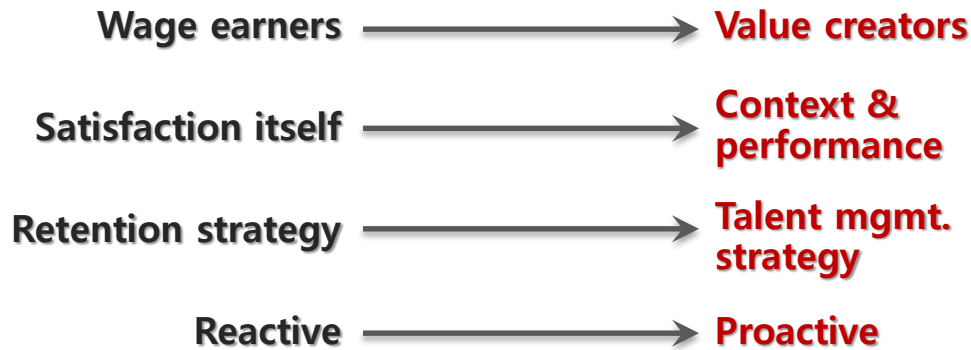
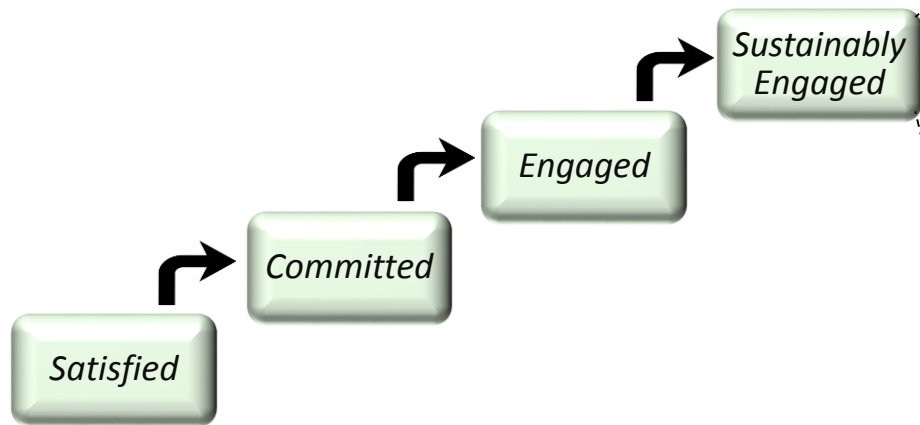
### Employee engagement in Korean context

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Towers Watson

2<sup>nd</sup> April 2015

TOWERS WATSON 

# Evolution of Engagement



## *Engaged*

- Belief in **goals and objectives**
- Emotional **connection**
- Willingness to give **extra effort** for success

## *Enabled*

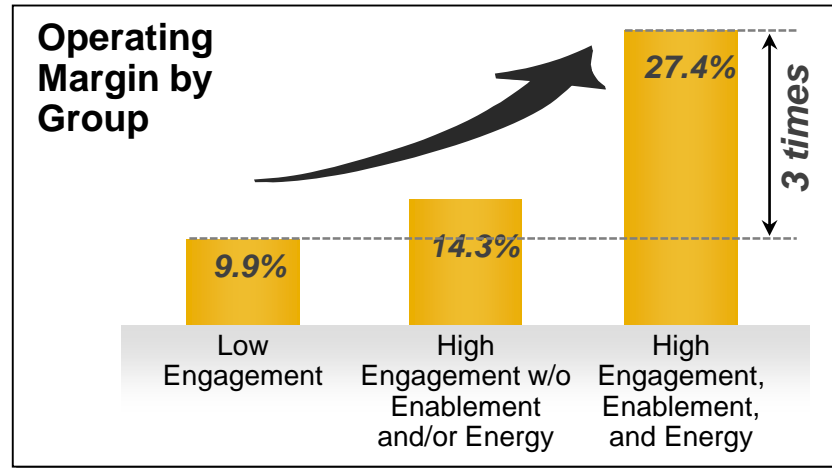
- Free from **obstacles** to succeed at work
- **Resources** to get the job done
- Ability to meet work **challenges** effectively

## *Energized*

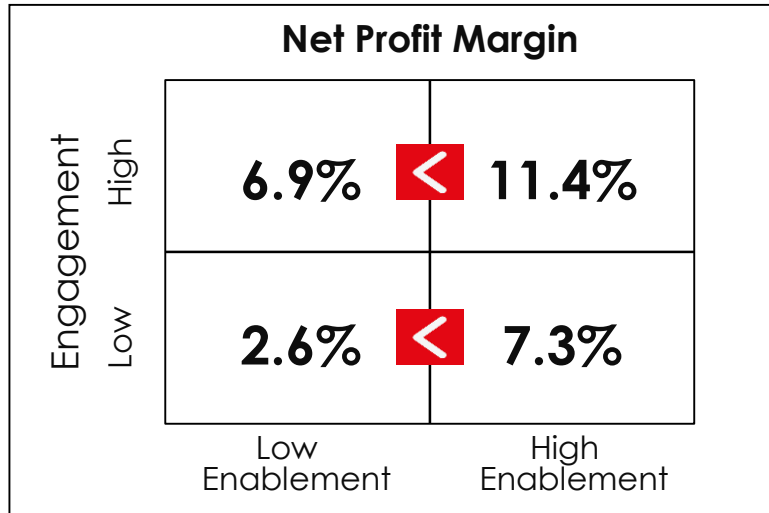
- Sustaining the **energy** (physical)
- **Team effectiveness** (social)
- Feelings of **accomplishment** (mental)

# The power of three Es

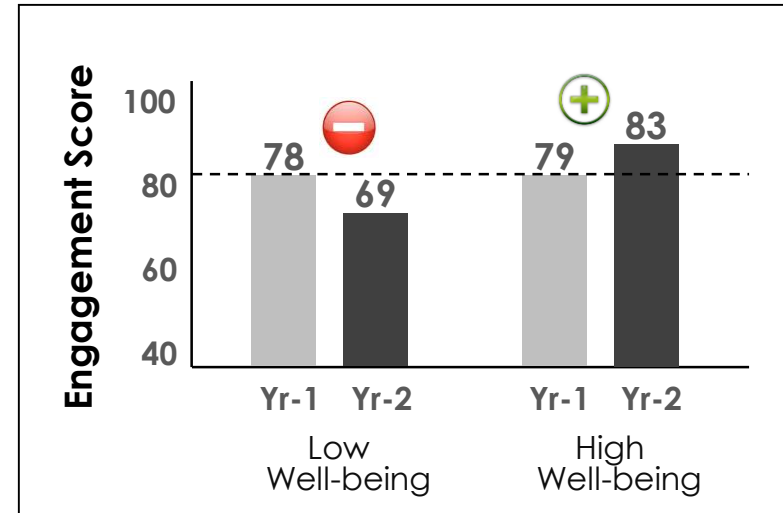
## <Exponential Growth with three Es>



## <Better Enablement, Greater Profit>

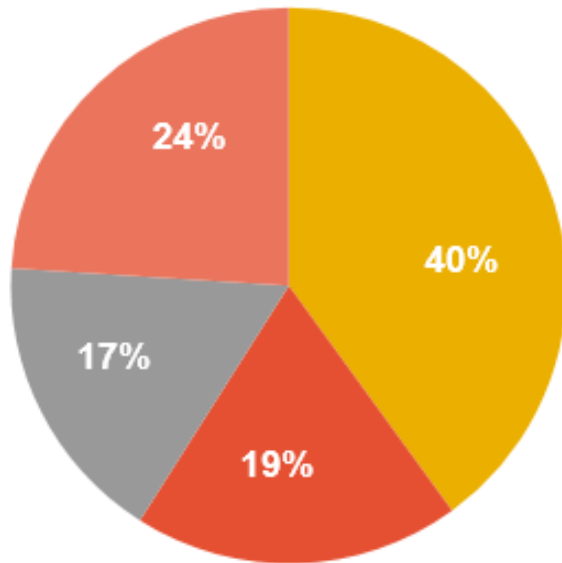


## <High Energy, High Engagement>

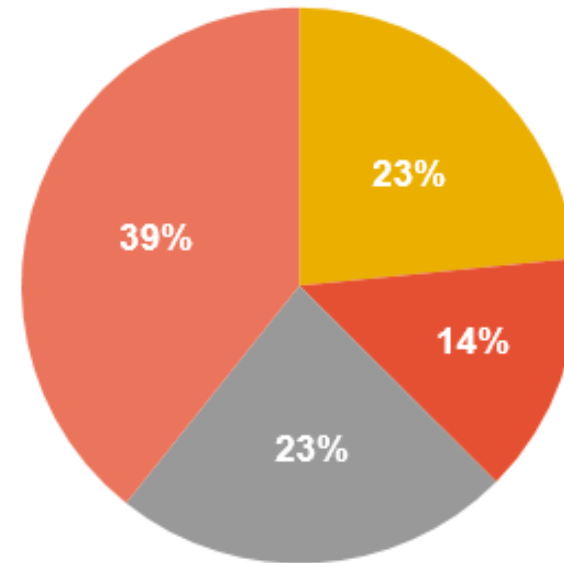


# Sustainable Engagement segments

## Global



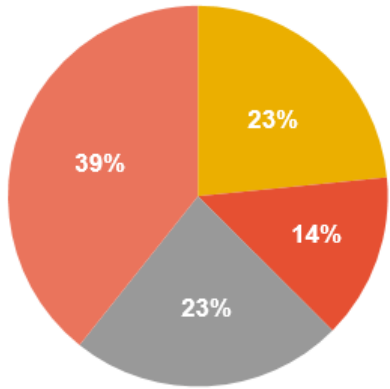
## Korea



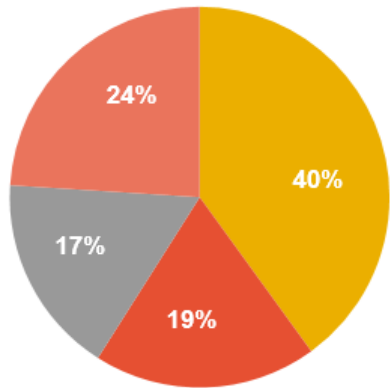
- Highly Engaged: Those who score high on all three aspects of sustainable engagement
- Unsupported: Those who are traditionally engaged, but lack enablement and/or energy
- Detached: Those who feel enabled and/or energized, but lack a sense of traditional engagement
- Disengaged: Those who score low on *all* three aspects of sustainable engagement

# Not willing to leave and not engaged...

Engagement Profile  
(Korea)

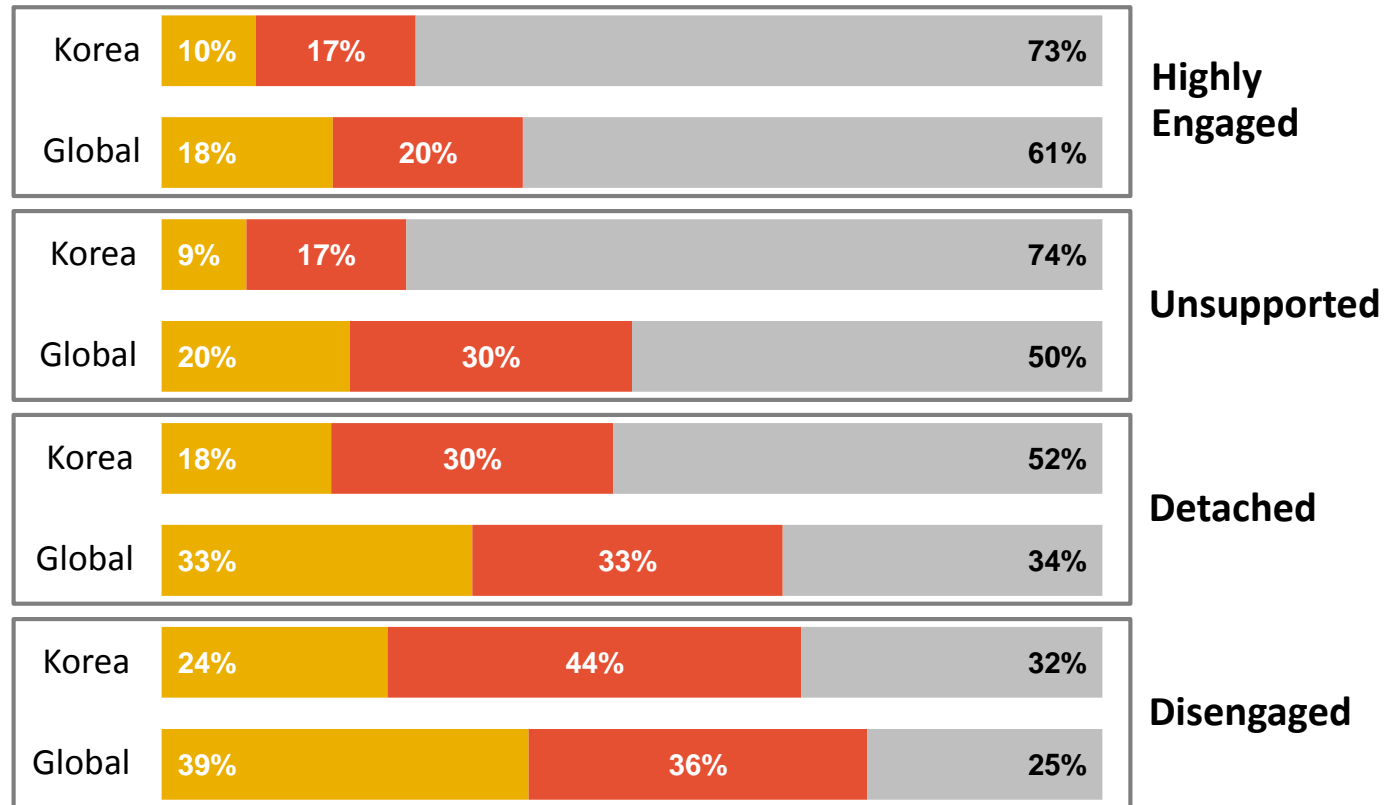


(Global)



Q) Likely to leave organization within two years?

■ Agree ■ Mixed ■ Disagree

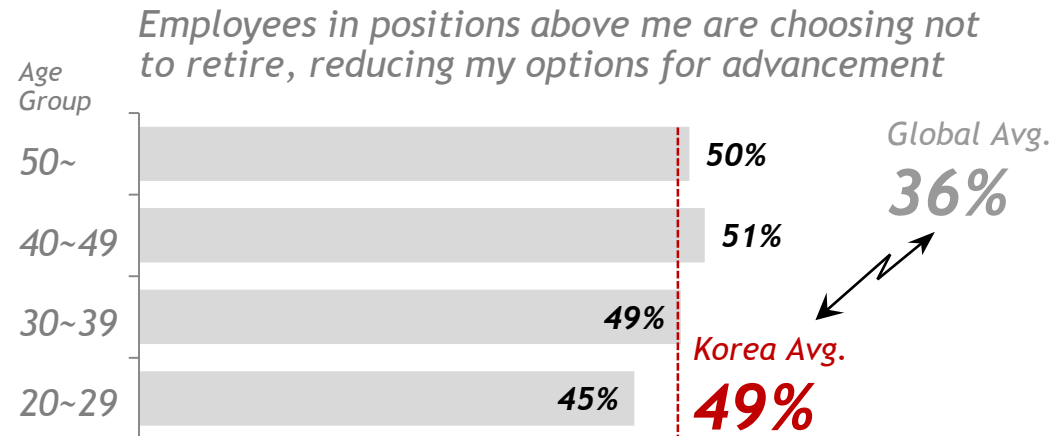
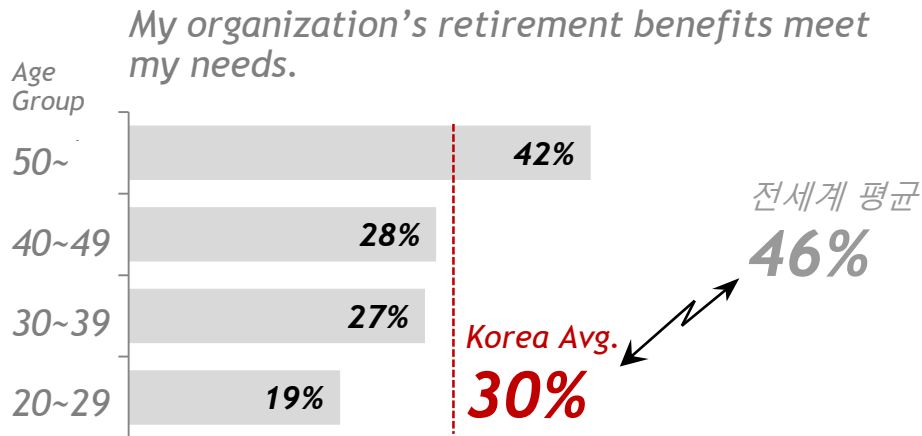
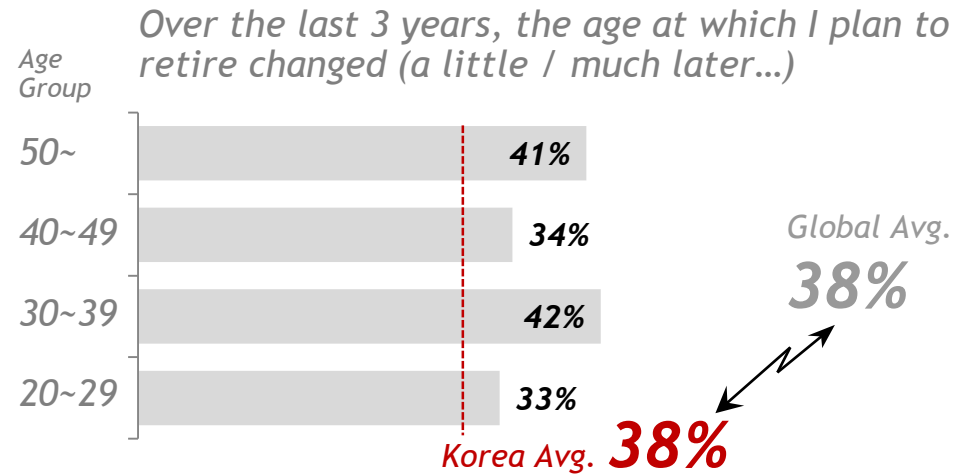
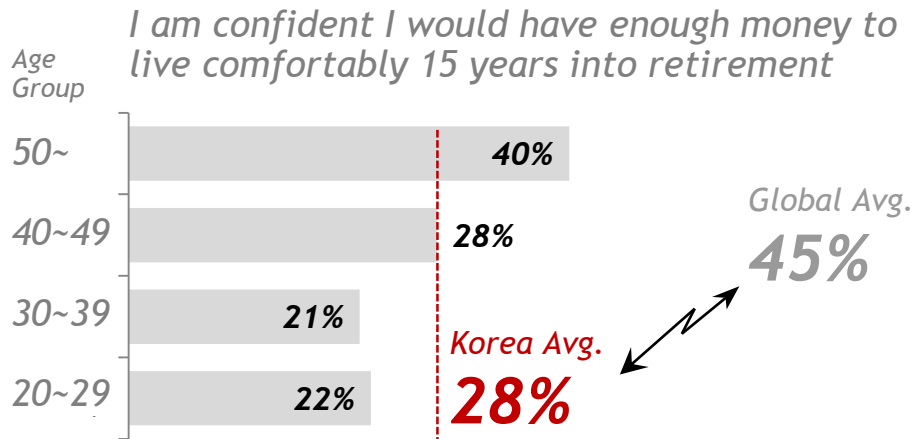


## Motivation is a tricky thing

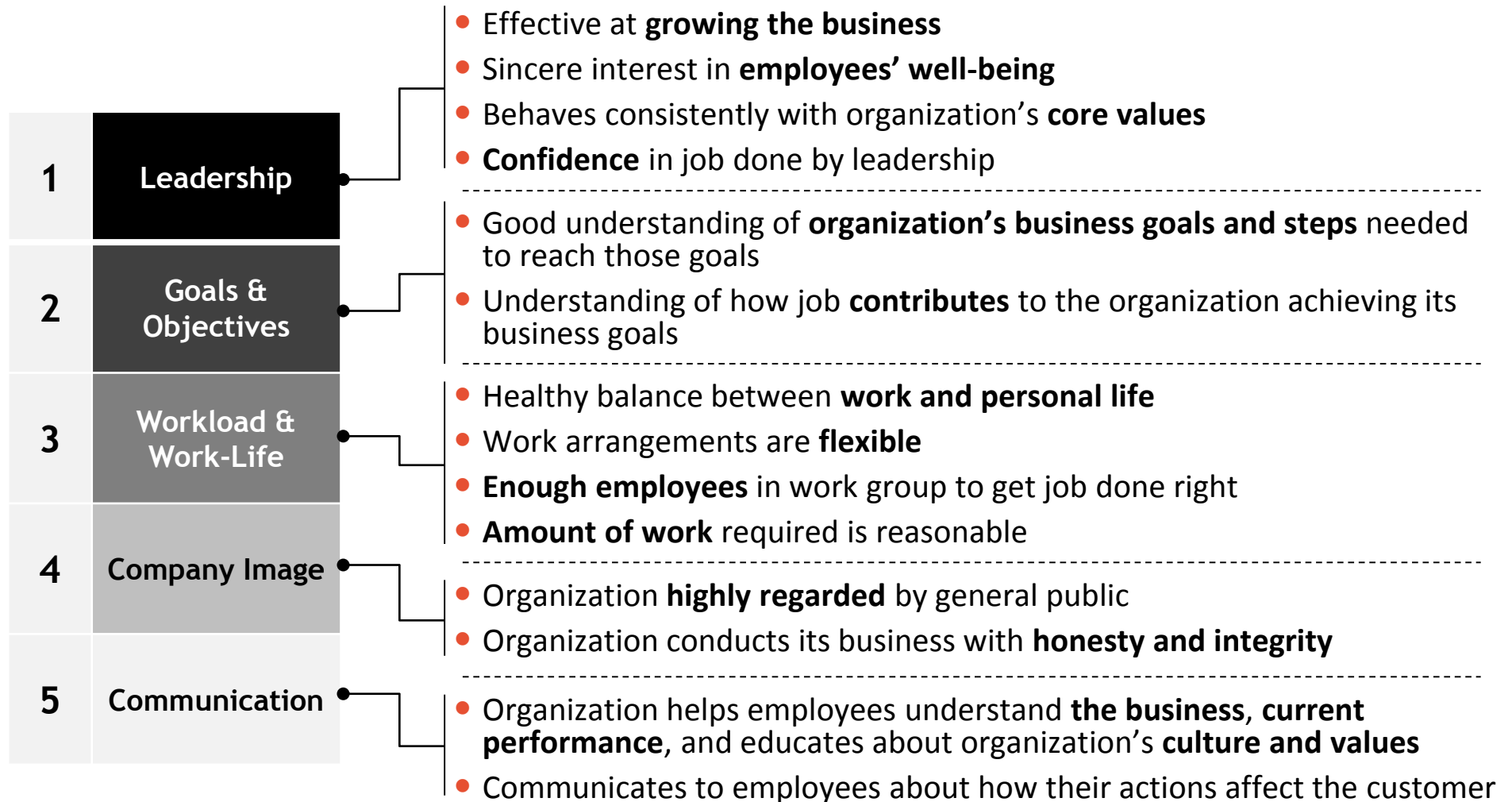
CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

# Retirement anxiety



# Key drivers of sustainable engagement in Korea





# Key Drivers of Attraction and Retention (Korea vs. Global)



***What attracts people to join the company... (attraction drivers)***

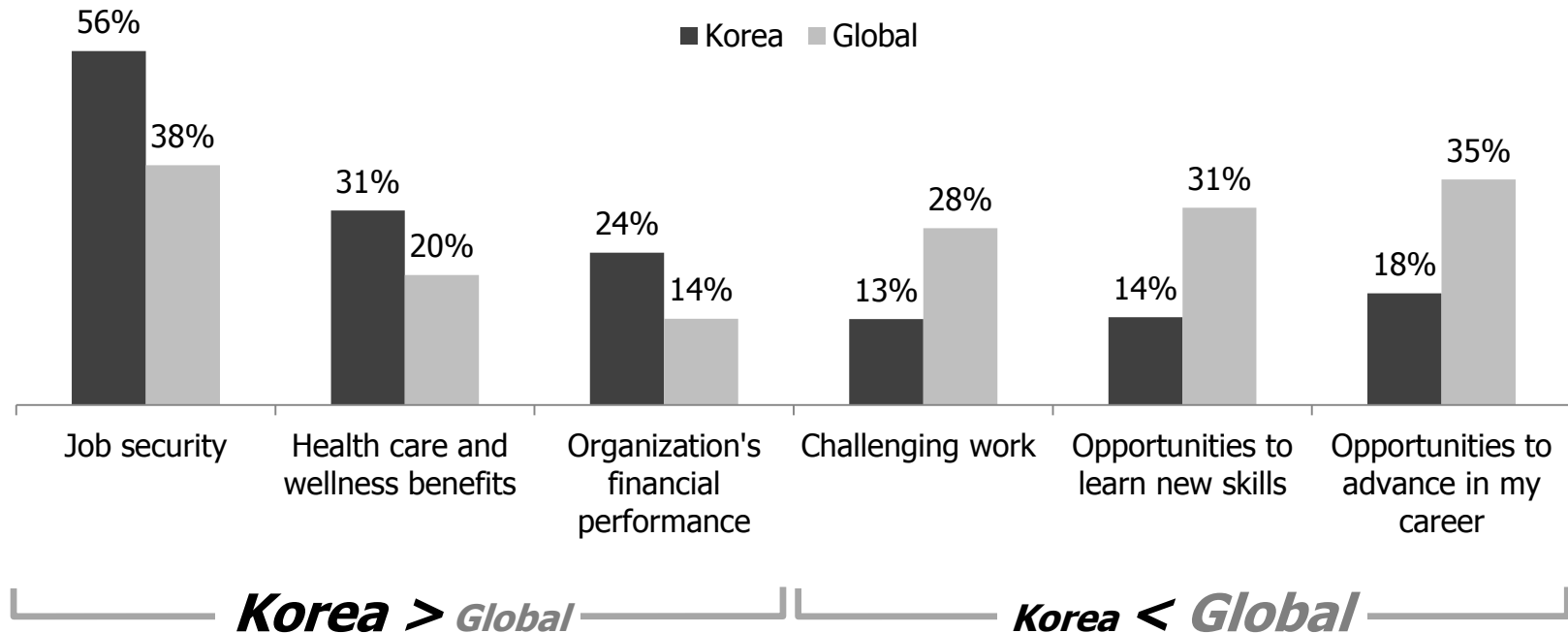
Job security	1	Base salary
Base salary	2	Job security
Reputation (good employer)	3	Career opportunities
Vision/Mission/Values	4	L&D opportunities
Flexibility or choice in benefit	5	Challenging work
Length of commute	6	Reputation (good employer)
Career opportunities	7	Paid time-off (vacation)

***What keeps employees from leaving... (retention drivers)***

Limiting work-related stress	1	Base salary
Base salary	2	Career opportunities
Relationship with supervisor	3	Trust in leadership
Flexibility or choice in benefit	4	Job security
Retirement benefits	5	Length of commute
Physical work environment	6	Relationship with supervisor
Length of commute	7	Limiting stress from work

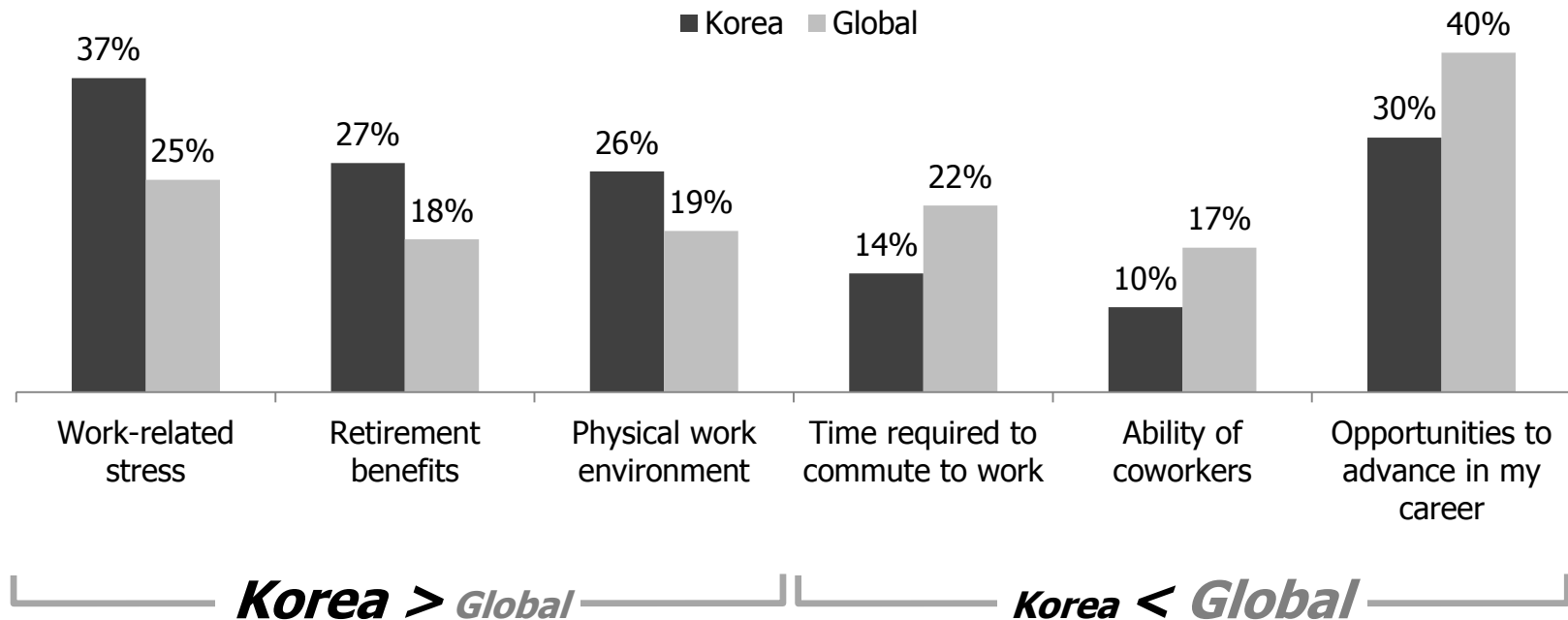
# Attraction drivers - more sensitive to hygiene factors

Q. Please select the top five most important reasons why you joined your current organization



# Retention drivers - stress management is key

Q. Please select the top five most important reasons why you leave your current organization



# Leadership is the number-one driver, but...

**#1** Leadership is the number-one driver of sustainable engagement, however, employees view this driver as...

**37%**

I have the trust & confidence in the job being done by the senior leadership of my organization

**33%**

Senior management is doing a good job of growing the business at my organization

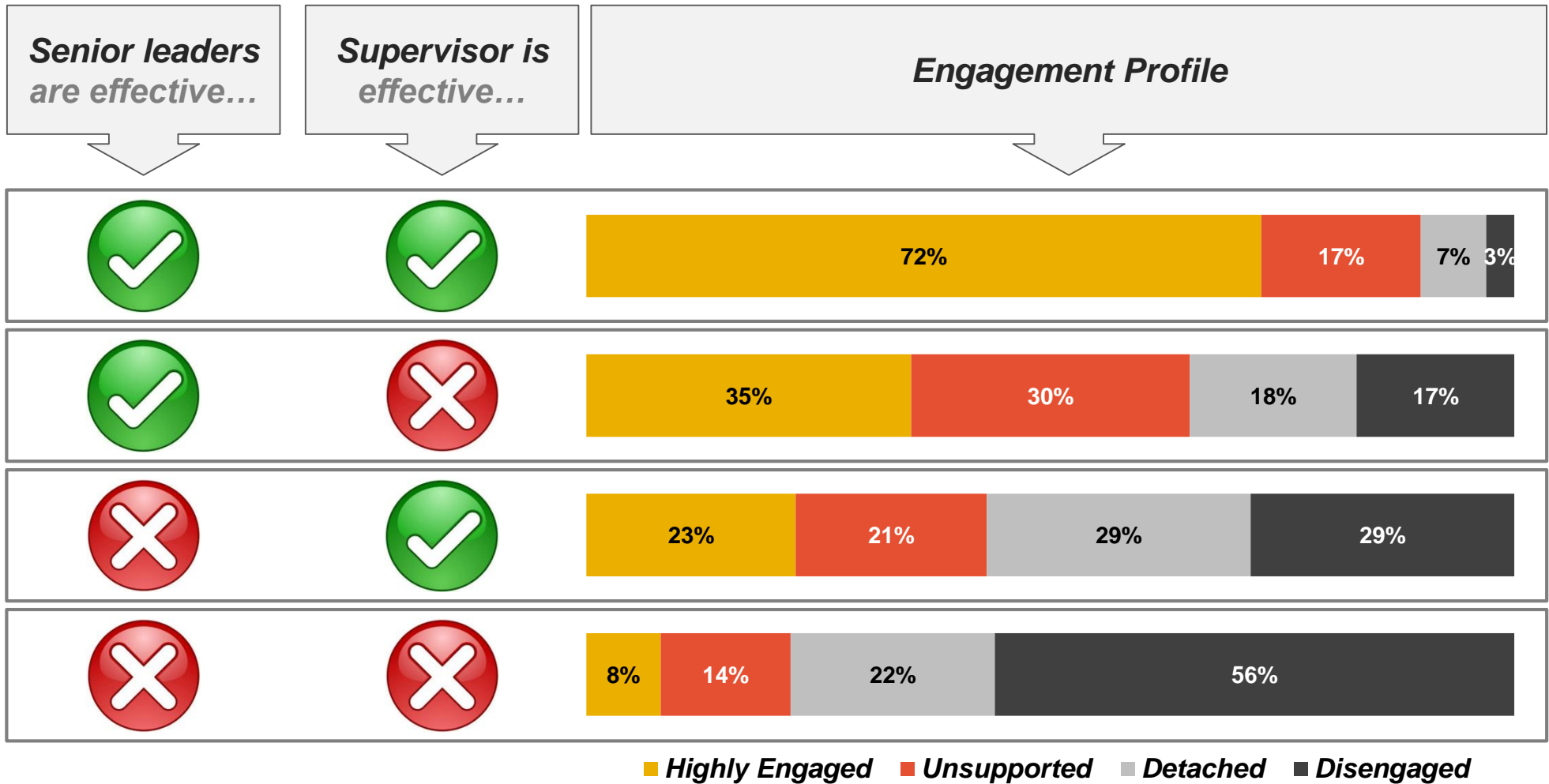
**24%**

Senior management is doing a good job of developing future leaders at my organization

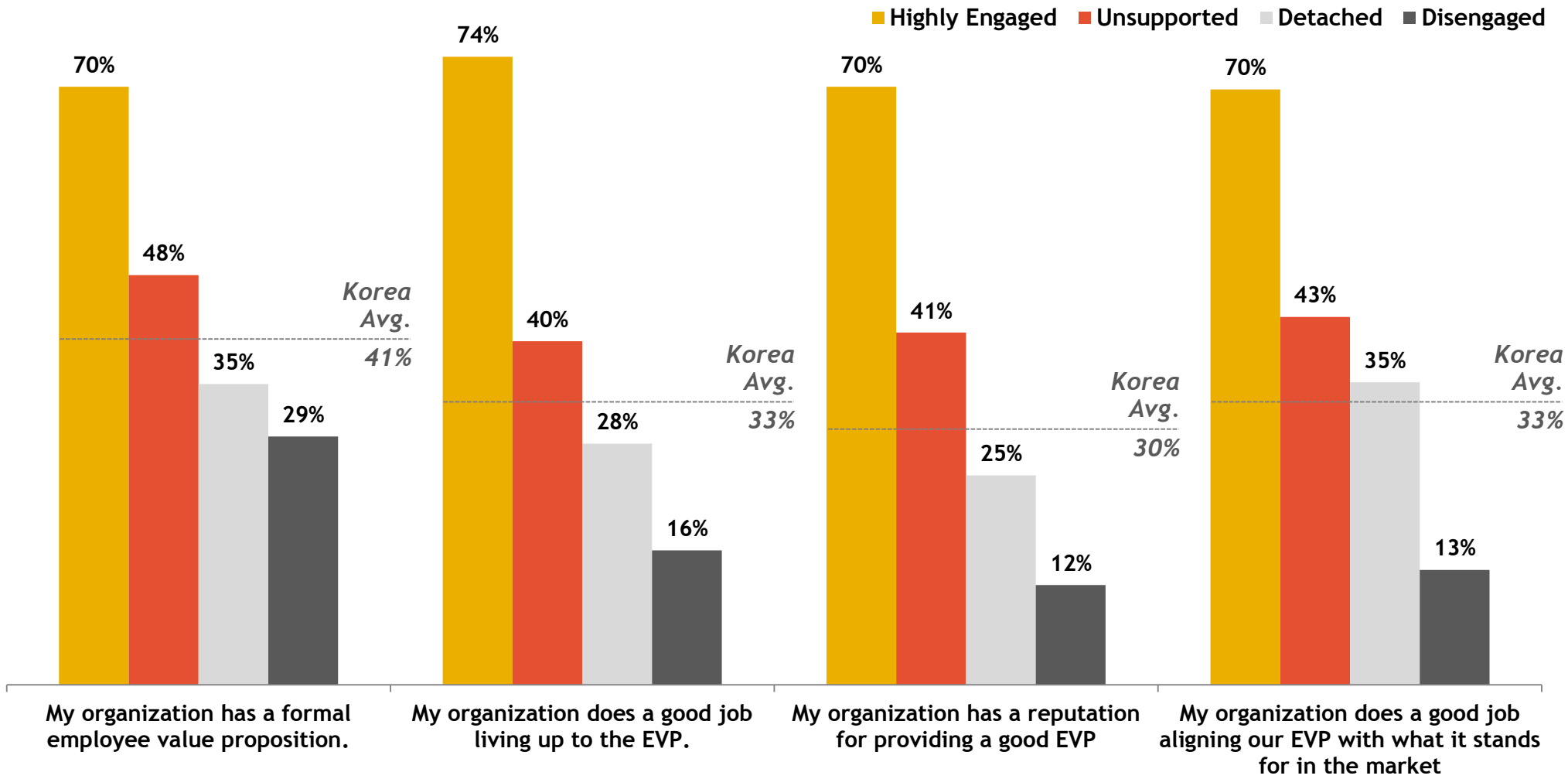
**31%**

Senior management at my organization has a sincere interest in employees' well-being

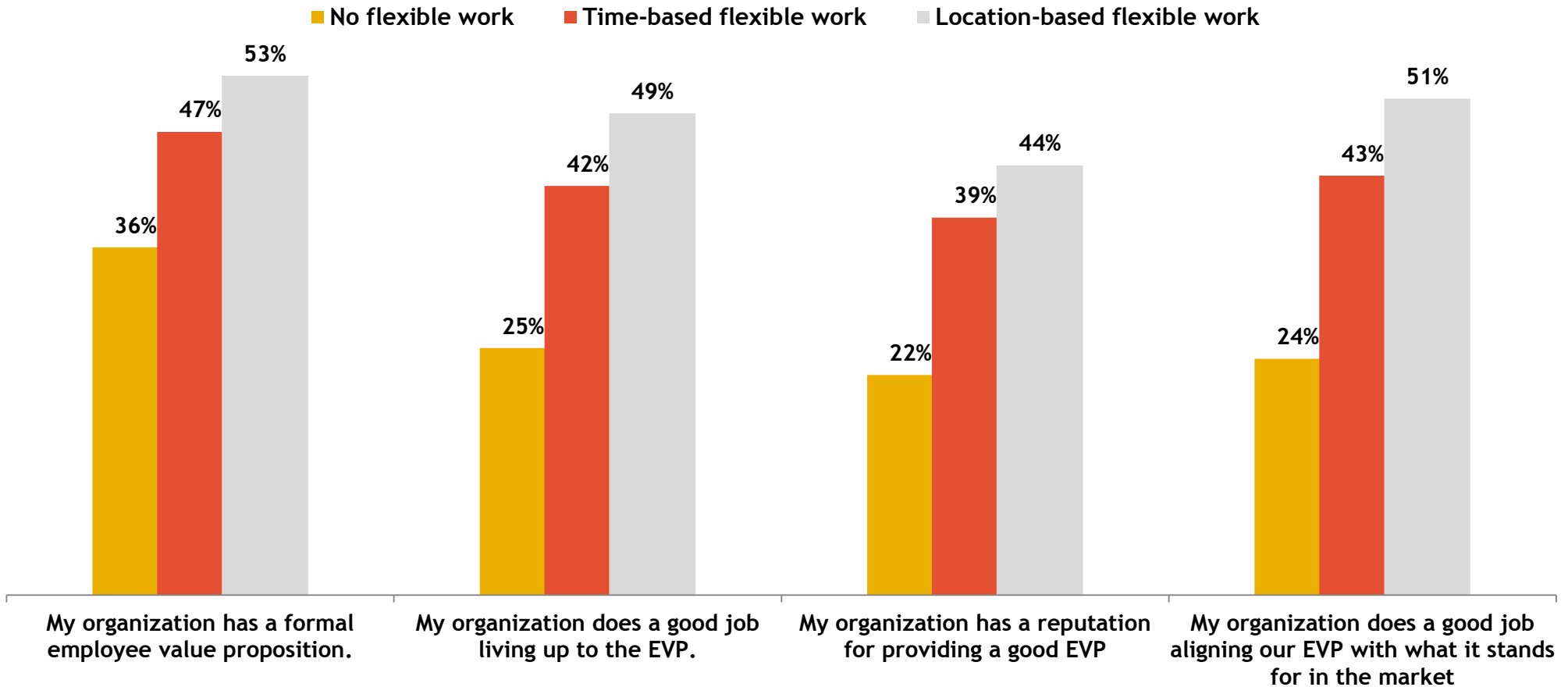
# Engagement and leadership are mutually-reinforcing



# EVP and engagement go hand in hand



# Flexible work arrangement and perception of EVP



# Mistakes in “managing” engagement



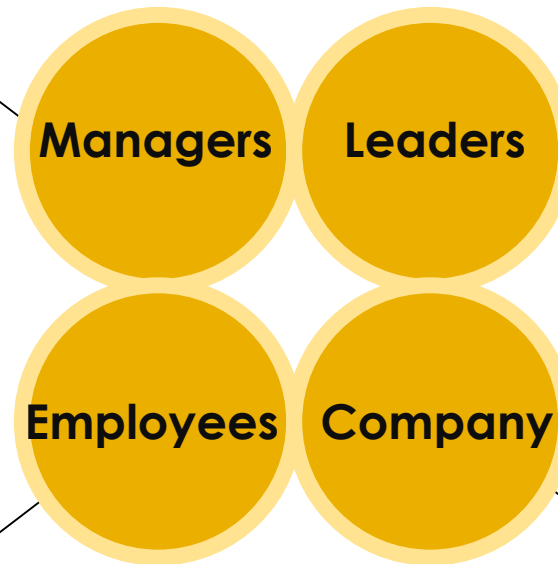


# Finally, to improve engagement...

- ☑ Align people to job
- ☑ Develop people
- ☑ Deliver the deal
- ☑ Energize change

**Each stakeholder must  
do his/her part...**

- ☑ Determine strategy
- ☑ Make timely decisions
- ☑ Foster positive climate
- ☑ Delegate appropriately



- ☑ Internalize values
- ☑ Be proactive
- ☑ Put customers first
- ☑ Provide feedback

- ☑ Have a shared purpose
- ☑ Hire right people
- ☑ Make efficient systems
- ☑ Promote collaboration

## 5 Myths of Great Workplace



**Everyone Is Incessantly Happy**



**Conflict Is Rare**



**Mistakes Are Few**



**They Hire for Cultural Fit**



**Their Offices Are Full of Fun Things**