

Addressing Recruitment and Retention in VR

Takeaways for Leaders

John Walsh (JW): All right. So let's cut to, oops, sorry, I'm having some slide difficulties. Let's look at some key takeaways for leaders that the Gallup organization proposes based on the results of their survey. So one, in today's typical organization, most employees are neither engaged nor actively disengaged. All right. We saw that from the data. Two, employee engagement does not necessarily mean happiness. If we're only measuring employee contentment, you're missing a key component of engagement. True engagement means that the folks that work at your organization are psychologically present to do the work. They understand what to do. They have what they need to do the job. And they have a supportive manager and a supportive team in order to do that. They know the why. Why does the work matter? And they are work ready. The work may be hard. They may have a difficult day. They may go home exhausted at night. But they know what they did in that day was meaningful, and they felt engaged in what they were doing. Gallup would contend that quiet, quitting employees are your organization's kind of low-hanging fruit for leveraging additional productivity gains, of getting more work done within your organization. These are the folks that are ready to be inspired and motivated if they're coached in the right way. When we look globally at the average, there's about one engaged employee per every one actively disengaged employee. Right? So that's from the data I gave you originally. When Gallup looks at their exceptional workplace awards, the ratio is 18 to 1. So 18 engaged to 1 actively disengaged. You could see that's a pretty dramatic difference, isn't it? That workplace is going to feel really different when you have that many folks engaged and that many folks pulling all in the same direction.

JW: The other piece that Gallup consistently has shared through their survey work is the manager's linchpin for engagement. 70% of team engagement is attributable to the manager. But we're also finding that managers that are living in a tougher time to manage with all the rapid changes in the workplace are also quiet quitting too. And one of the things we have to look at is your management team have the tools and resources they need to keep folks engaged and to build a great team. So as I mentioned, managers are getting squeezed as well. And the changes to the workplace have hit managers especially hard. In the 2023 results from the Gallup survey, managers are more likely than non-managers to be disengaged, to be burned out, to be job hunting. They were also likely to feel like their organization doesn't care about their well-being or they're struggling with a work-life balance. And many of you have probably seen that in your organization where direct-line supervisors and managers are wearing multiple hats, covering caseloads, doing the managerial work, supporting teams. Managers are feeling squeezed. And this is bad news for organizations because if the managers are feeling squeezed, this is going to trickle down to their work teams. Managers serve as that critical connector for team collaboration and effectiveness. And as I said, accounting for 70% of the variance around employee engagement. So what we certainly need is managers need more training and support to lead effectively in today's new work environment riddled with all kind of new expectations, including the emergence of hybrid work as a reality of the modern

workplace. So given that reality, it's really time that leaders optimize this hybrid workplace. And this means doing things like creating a compelling workplace value proposition, empowering teams to collaborate more effectively. And that includes in-person and if they're working remotely. We may want to look at revising our performance management systems and also training managers how to be a great hybrid coach.

JW: The other thing Gallup folks pointed out is, you know, hybrid culture can be great if done right. Hybrid work offers the advantages of a more flexible work environment while also posing some unique challenges. In terms of advantages, hybrid workers have higher engagement. They feel an overall sense of better well-being. And typically, they have lower turnover risk as compared to fully on-site workers. And it's also good for business too, right? Leaders and managers tend to recognize these benefits and report that hybrid work has reduced burn out, improved retention, and expanded talent pools in their organization. And you've probably seen that, right? If you're hiring new candidates, oftentimes they ask, "What are your policies around hybrid work?" And we've heard from some organizations that where they did not have that policy of incorporating hybrid work, that sometimes they lost candidates just based on that response. So that's a key piece too, is we want to focus on what we're doing in a hybrid workplace.

JW: All right, so what are some of the challenges for employees that work in a hybrid environment? Oftentimes, they feel there's lack of resources of equipment. If you're not doing it right, you could feel disconnected from an organizational culture. If you're not intentional about how you collaborate with your hybrid teams, you can feel disconnected. And it could impair relationships with your coworkers. And sometimes you have to come up with new communication protocols when you work in a hybrid environment. When you talk to organizations, they have some similar findings. They also are worried about, "Well, our communication is going to decrease. We're going to have less collaboration. We're going to have culture problems." And I know many managers worry about, "I'm worried about our productivity going low. How do I really monitor performance when someone's working from home?" But we have to address that. We have to look at ways that doesn't require everyone to be in the office while still being productive and achieving the outcomes we want. Last but not least, there's also worry that we'll decrease creativity or innovation because we don't kind of have that cross-team interaction. Again, I think we can find ways to tackle that. But I think we have to be intentional and give some thought how we're going to approach it.