# How to Engage Top Talent and Prevent Burnout in You and Your Organization

**Peter C. Atherton, PE**
**CXps2019**
**Tuesday, May 21, 2019**

**ActionsProve**

www.actionsprove.com

---

# How to Engage Top Talent and Prevent Burnout in You and Your Firm Workshop Outline:

- Part 1: Employee engagement
- Part 2: Professional burnout and disengagement
- Part 3: Business growth and impact
- Part 4: Designing effective and sustainable engagement and growth
- Format:
  - Polls
  - Presenting
  - Open discussions
  - Table discussion and report-outs
  - Quiz

Add a footer
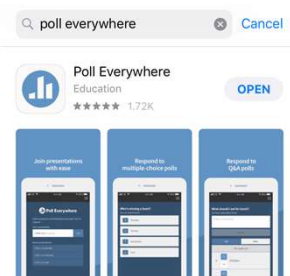
www.actionsprove.com

# Goals:

- Provide you with new understandings, language, and approaches to take-on burnout and disengagement

- Help you individually

- Help you as a leader and help your organization become more people-centric, attractive, and profitable
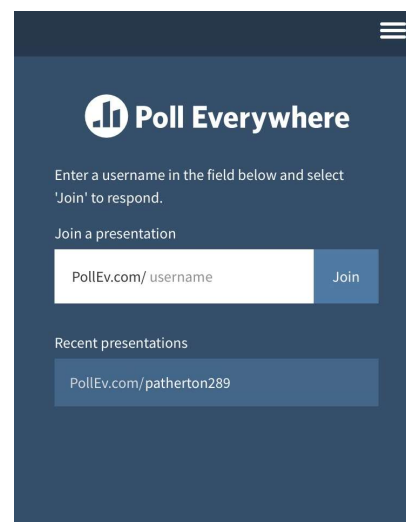
#GOALS

Add a footer
www.actionsprove.com

# Poll Everywhere

- Download App

- PollEV.com/**patherton289**

**Poll Everywhere**

Enter a username in the field below and select 'Join' to respond.

Join a presentation
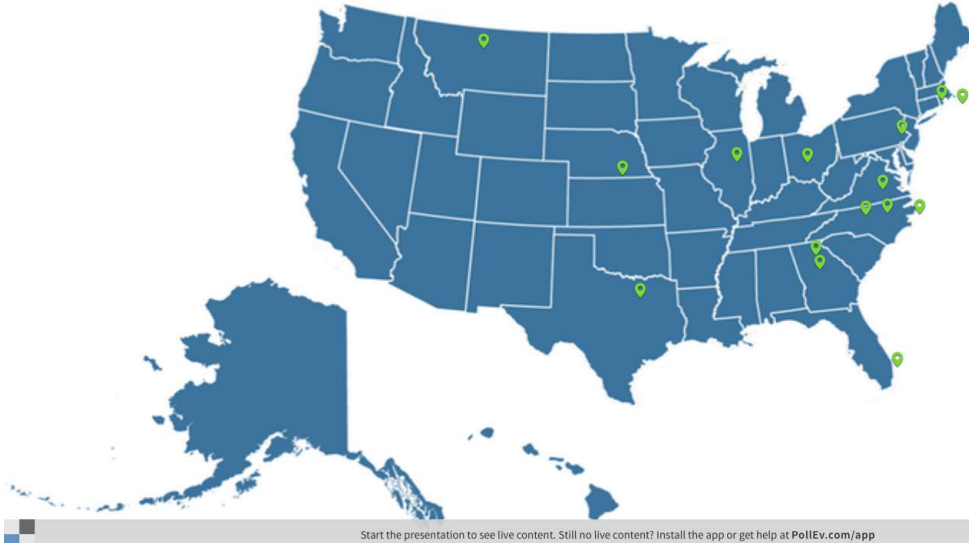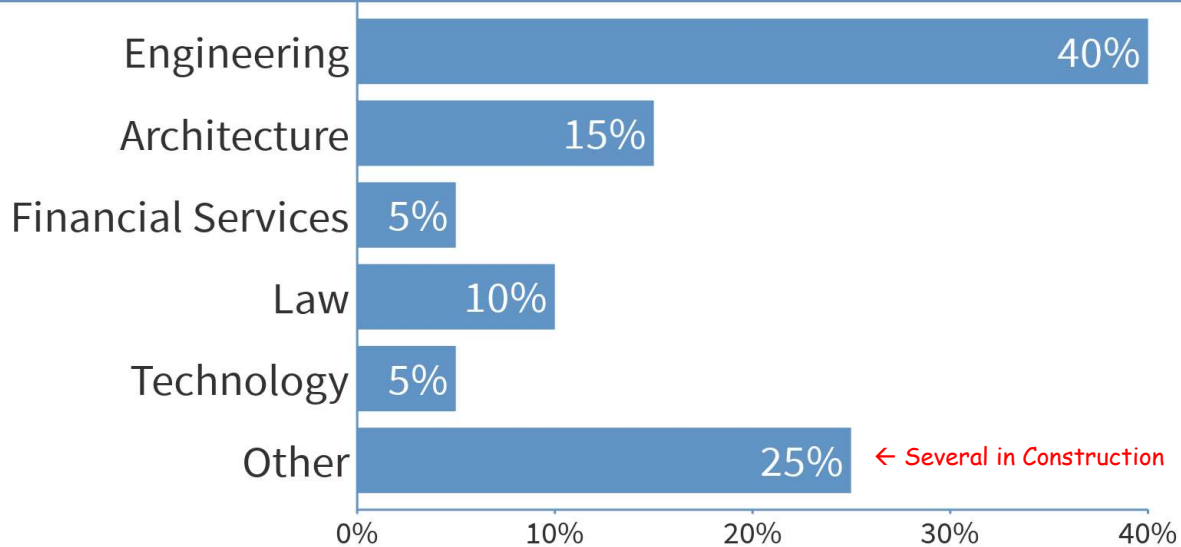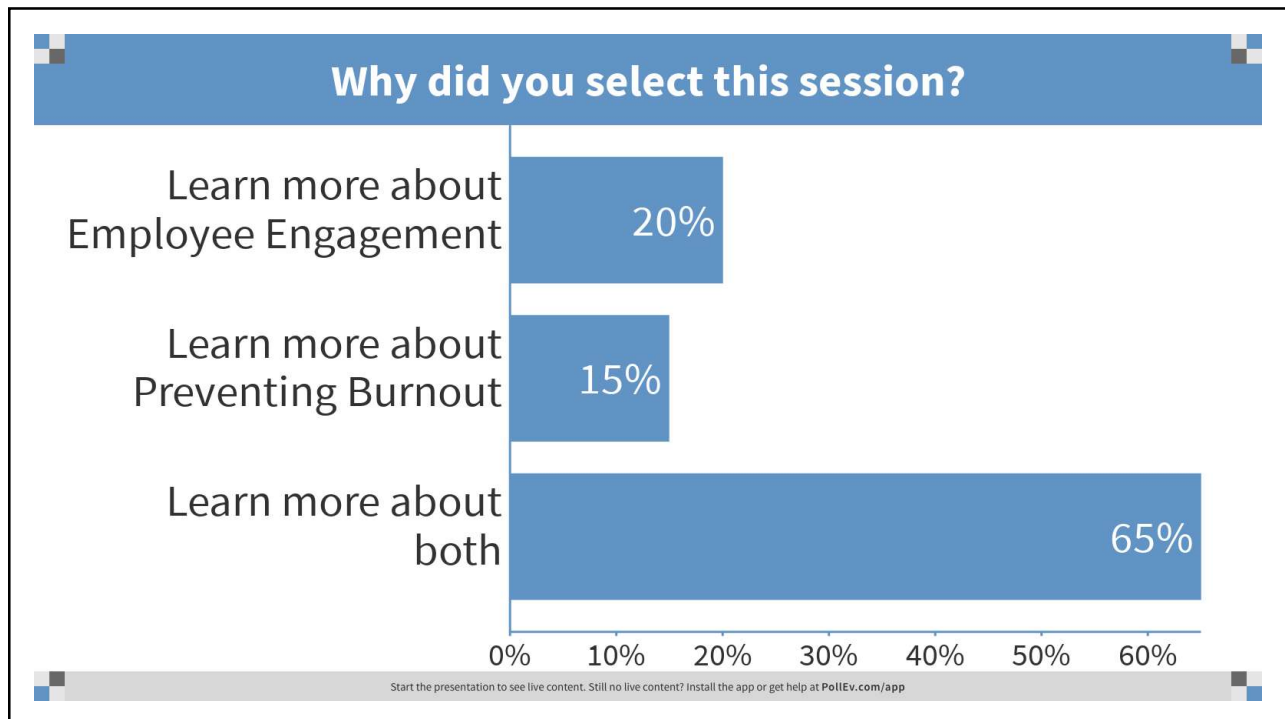
PollEv.com/ username    Join

Recent presentations

PollEv.com/patherton289

Add a footer
www.actionsprove.com

# Where are you from?

# What industry are you from?



| Industry | Percentage |
|---|---|
| Engineering | 40% |
| Architecture | 15% |
| Financial Services | 5% |
| Law | 10% |
| Technology | 5% |
| Other | 25% ← Several in Construction |

## What is your role?

| Role | Percentage |
|------|-----------|
| C-Suite | 38% |
| Principal | 19% |
| Manager | 24% |
| Technical Specialist | |
| Other | 19% |

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

## Why did you select this session?

| Reason | Percentage |
|--------|-----------|
| Learn more about Employee Engagement | 20% |
| Learn more about Preventing Burnout | 15% |
| Learn more about both | 65% |

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**
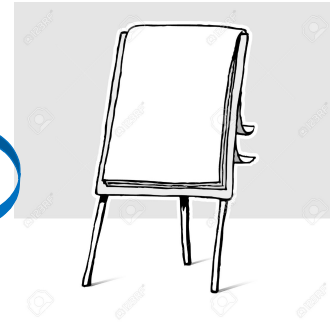
# #1 Employee Engagement

- How do you define employee engagement?
- Do you measure it?
- What are some missteps or misunderstandings?

- Employee experience
- Discretionary effort
- Communication/dialogue
- Involvement

- Thinking all about $
- Only using to address problems
- Thinking it's a "one-way" thing (either the employee's or employer's responsibility)

# What Top Talent Wants

## SUMMARY OF GENERAL UNIFYING INTERESTS DETERMINATE TO ENGAGEMENT

| WHAT TOP TALENT IS INTERESTED IN: |
| --- |
| ○ Doing excellent work |
| ○ Working with others committed to excellent work |
| ○ Opportunity to do what they do best every day |
| ○ Opportunities to grow and advance |
| ○ Work with people they like in a friendly, supportive, engaging, and even fun atmosphere |
| ○ Have a life beyond work |
| ○ Have an impact beyond work |

- Agree? Anything else? See next page

- What are the obstacles to these?

See next page

- If/when realized, how can the be sustained?

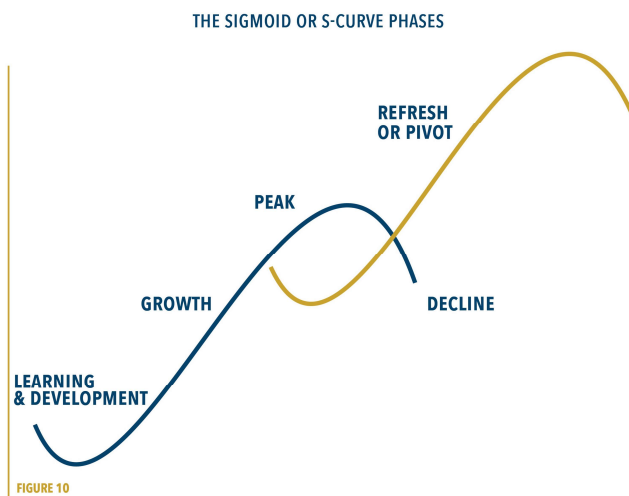| What else does top talent want? | What are obstacles to achieving what talent wants? |
|---|---|
| • Autonomy<br>• Feel valued<br>• Be part of something new/exciting<br>• Support of leadership<br>• Career path options<br>• Be included as part of business strategy<br>• Faith in leadership to deliver positive outcomes | • Ego<br>• Resources (time, $, energy, smarts)<br>• Lack of transparency/openness<br>• Lack of collaboration<br>• Challenge of balancing autonomy and support<br>• Poor/bad managers<br>• Negative culture<br>• Lack of training, especially non-technical<br>• Too much focus on the few at the top<br>• Politics<br>• Pride<br>• Apathy<br>• Risk aversion<br>• Fear of change/loss |

Add a footer
www.actionsprove.com

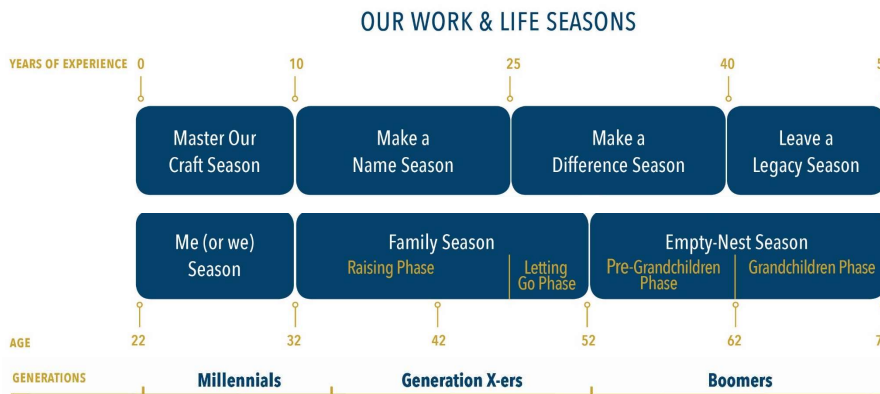# Changes and Forces We Face

• The S-curve phenomenon

THE SIGMOID OR S-CURVE PHASES

REFRESH OR PIVOT

PEAK

GROWTH

DECLINE

LEARNING & DEVELOPMENT

FIGURE 10

• Thoughts / Discussion

Add a footer
www.actionsprove.com

6

# Work and Life Seasons

**OUR WORK & LIFE SEASONS**

| YEARS OF EXPERIENCE | 0 | 10 | 25 | 40 | 50 |
|---|---|---|---|---|---|

| Master Our Craft Season | Make a Name Season | Make a Difference Season | Leave a Legacy Season |
|---|---|---|---|

| Me (or we) Season | Family Season — Raising Phase / Letting Go Phase | Empty-Nest Season — Pre-Grandchildren Phase / Grandchildren Phase |
|---|---|---|

| AGE | 22 | 32 | 42 | 52 | 62 | 72 |
|---|---|---|---|---|---|---|

| GENERATIONS | **Millennials** | **Generation X-ers** | **Boomers** |
|---|---|---|---|

- Thoughts / Discussion

- What are best ways to engage in different seasons?

  See next page

- Why don't we take into account seasons?

---

Best ways to engage in different seasons:

- Master Craft: education/training, involve in important projects, good on-boarding, celebrate small successes (i.e., first business trip, etc.)
- Make Name: show career path and signs of progress
- Make Difference: opportunities to give to community, transition role toward mentorship and coaching, new season training
- Leave Legacy: align with their intentions, give back to industry
- Me/We: be aligned with company brand beyond just work, have purpose at work be recognized at work
- Family: flexibility/remote working, support at office/back-up, family leave time
- Empty Nest: help create a renewed sense of purpose, financial/estate planning, engage/recognize family (bring grandkids to work), support life changes (downsizing, allow for travel, etc.)

# Awareness

- Emotional Intelligence
- Who has more?
- Discussion
- How lost?
- How gained?
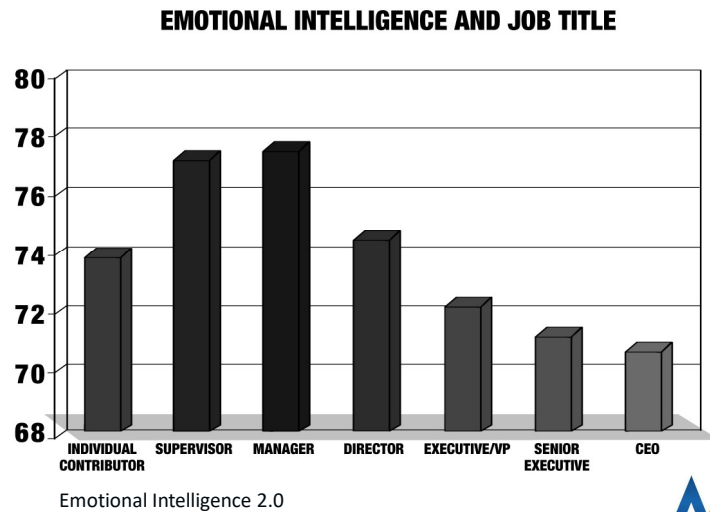
**EMOTIONAL INTELLIGENCE AND JOB TITLE**



Emotional Intelligence 2.0

# #2 Professional Burnout and Disengagement

## What is your thought about burnout?

Being overblown

Legitimate issue

Becoming an epidemic

Next Time!

Most often:
Legitimate issue by far

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**
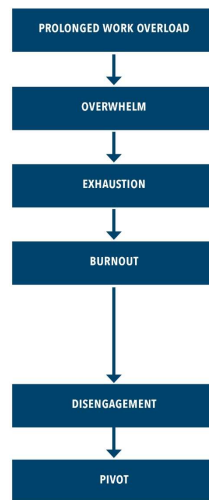
# Burnout

- How do you define burnout?
- What is the cause?

- Mental exhaustion
- Not being refreshed; no new mental energy or brainfood
- Consumed with tasks, not time to reflect
- No longer able to see the big picture
- "Give a damn" is broken
- Physical exhaustion
- Misalignment
- Delusional phase
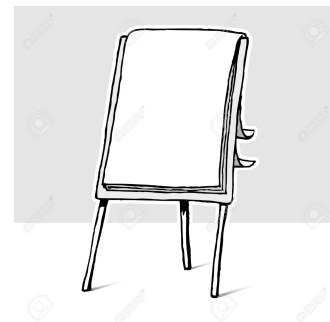
Add a footer
www.actionsprove.com

# Professional Burnout and Disengagement



www.actionsprove.com

---

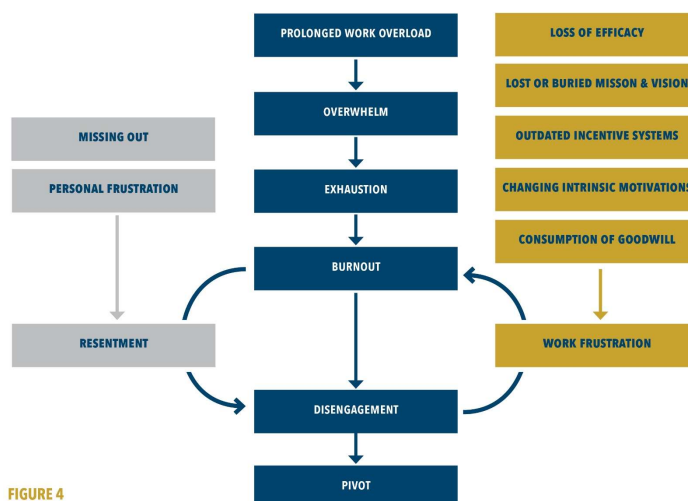# Professional Burnout and Disengagement



FIGURE 4

- Thoughts / Discussion

- Who's responsible for addressing work overload?

- Poll questions

www.actionsprove.com

## What is the primary source of burnout?

Client/ marketplace expectations

Leader/ firm expectations

Supervisor/ manager expectations

Individual/ self-imposed expectations

Next Time!

Top two most often:
Client/marketplace and
Individual/self-imposed

… which creates opportunities to enhance work processes and better train/educate employees

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

## Which generation is most affected by burnout?

Baby Boomers (1946-64)

Gen-Xers (1965-79)

Millennials (1980-94)

Gen-Z (1995-2012)

Not a generational thing

Next Time!

Top two most often:
Gen-Xers and Not a generational thing

… which creates need to better train/educate all employees – especially our new and incoming Gen-X leaders!

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**
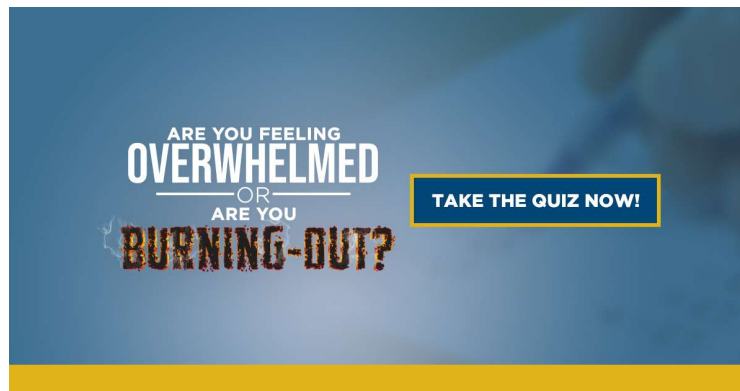
## How can we best reverse and prevent burnout?

Greater leadership awareness and attention **A**

Better supervisor training and empowerment **B**

Better work and workflow management **C**

A sabbatical or extended time-off program for key employees **D**

Next Time!

Top two most often:
Greater leadership awareness and
Better work and workflow management

Almost everything business strategy, culture, innovation, diversity, inclusion, and sustainability related needs to begin with leadership awareness and attention

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

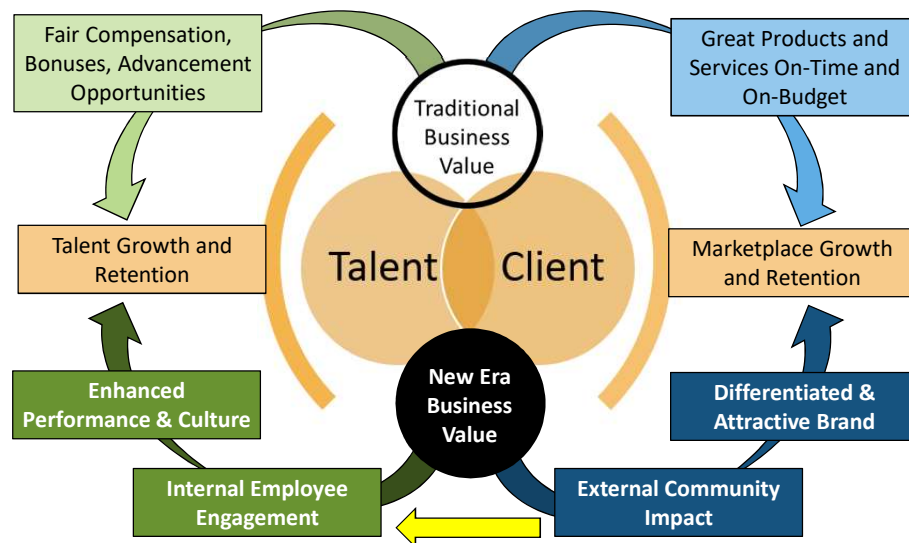# Overwhelm vs. Burnout

• www.ActionsProve.com/quiz

ARE YOU FEELING
OVERWHELMED
—OR—
ARE YOU
BURNING-OUT?

TAKE THE QUIZ NOW!

Add a footer
www.actionsprove.com

12

# #3 Business Growth and Impact

---

# Traditional and "New Era" Business Growth

## Slide 1

### Traditional and "New Era" Business Growth



- Fair Compensation, Bonuses, Advancement Opportunities
- Traditional Business Value
- Great Products and Services On-Time and On-Budget
- Talent Growth and Retention
- Talent
- Client
- Marketplace Growth and Retention
- Enhanced Performance & Culture
- New Era Business Value
- Differentiated & Attractive Brand
- Internal Employee Engagement
- External Community Impact
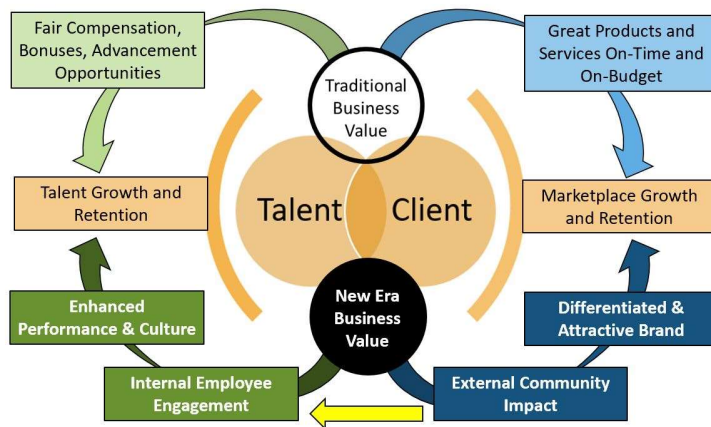
- Thoughts / Discussion

- How can we align employee engagement with business growth and performance?

- What's the difference between employee "satisfaction", "happiness", and "engagement"?

Add a footer
www.actionsprove.com

## Slide 2

# The "Experience Economy" and the Scale of Economic Value

- Commodities
- Goods
- Services
- Experiences
- Transformation

- Thoughts / Discussion

Add a footer
www.actionsprove.com

# External Community Impact Today

- The Names
  - Corporate Social Impact (CSI)
  - Corporate Social Responsibility (CSR)
  - Corporate Responsibility (CR)
  - Sustainability
  - Stewardship
  - Business as a Mission (BAM)
- The Broad Definition
  - **An organization being aware of and managing its business processes to have a positive impact environmentally, socially, and in terms of good governance.**
- The Data
- The Practice

Add a footer
www.actionsprove.com

---

## Do you think external community / corporate social impact should be an important consideration for business today?
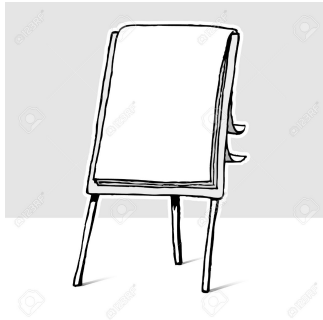
Yes

No

Not sure

Next Time!

Most often:
Yes

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

# What is the benefit of external impact?

- Shared values
- Business development
- Purpose
- Engagement of Millennials and Gen-Z

Add a footer
www.actionsprove.com

---

## Who cares the most about external corporate impact?

Leadership

Employees

Prospective employees

Clients

Not sure anyone does

Next Time!

Most often:
Employees and Prospective employees

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

# Corporate Impact Archetypes

| | | |
|---|---|---|
| **"Shareholder Maximizer"**<br>11% of Fortune 500<br><br>Maximize return focused. CSR for risk minimization | **"Corporate Contributor"**<br>53% of Fortune 500<br><br>CSR or Sustainability function, siloed, may operate outside Senior Leadership<br><br>Can be transitional state | • Thoughts / Discussion |
| **"Impact Integrator"**<br>33% of Fortune 500<br><br>CSI Integrated with Overall Strategy<br><br>Growth trend toward this | **"Social Innovator"**<br>3% of Fortune 500<br><br>CSI Integral to Strategy<br><br>>1/3 of Fast Company's High-Growth Companies | |

Deloitte Consulting LLP, 2015

www.actionsprove.com

---

## What is your organization's archetype today?

Shareholder Maximizer

Corporate Contributor

Next Time!

Most often:
Corporate contributor

Impact Integrator

Social Innovator

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

## What type of organization would you like to work for the most?

Shareholder Maximizer

Corporate Contributor

Impact Integrator

Social Innovator

Next Time!

Top two most often:
Impact integrator and Social innovator

--
Question…
Why would others in our organization
want anything different?

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

# What Are Some Steps Your Organization Could Take to Progress Toward the Next Archetype?

Next Time!

• Could or should any of these be integrated into a CX strategy?

# The Time Factor for Differentiation

- The Theory of Diffusion of Innovation

- Thoughts / Discussion
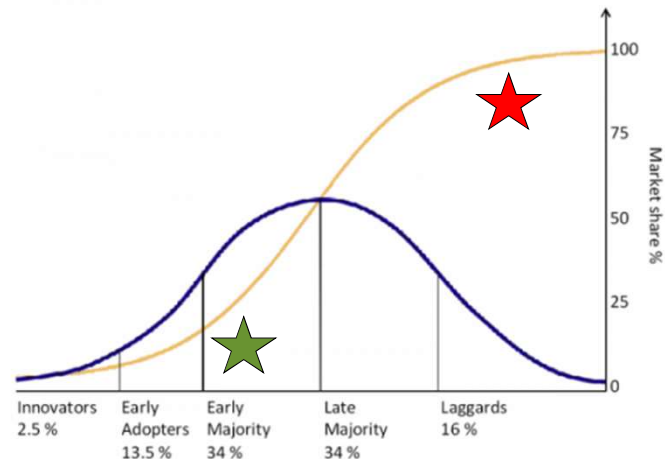
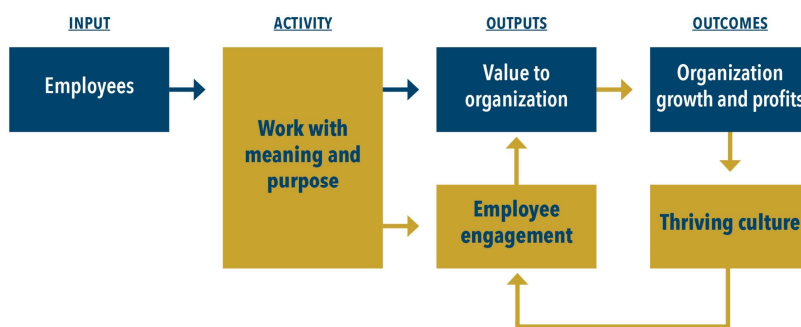# #4 Designing Effective and Sustainable Engagement and Growth

**TARGET LOGIC MODEL FOR WORK TODAY**



- Thoughts / Discussion
- How can we create "work with meaning and purpose"?

- Who owns organizational "culture"?

## What is holding your organization back the most? A lack of...

Work with meaning and purpose

Employee Engagement

Ability to deliver value to clients

Organization growth and profits

Thriving Culture

Next Time!

Top two most often:
Employee Engagement and Thriving Culture

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

---

# Designing Your Approach

I.M.P.A.C.T. Process

- **Inventory** – where are we?
- **Mission** – where do we want to go / what do we want to be?
- **Plan** – how to we get from "here" to "there"?
- **Authenticity** – will others believe and join us?
- **Capacity** – will we be able to get there?
- **Trigger** – will we take the first step?

Add a footer

www.actionsprove.com

# Inventory – where are we?

- What is holding us back from realizing the "target logic model"?
- Example from last poll:



- Discuss and agree on "reasons and reality"
  - 5 Why's, S.W.O.T. analysis, D.E.G.E.S.T. environmental scan
  - Table discussion 1: obstacles to what top talent wants

# Mission – where want to go/what want to be?

- Excellent work; exceed client's expectations, enable client success

- Other goals?
- Aspirational archetype for impact beyond work and clients?
- What about employee success?
- How reflective of most significant need?
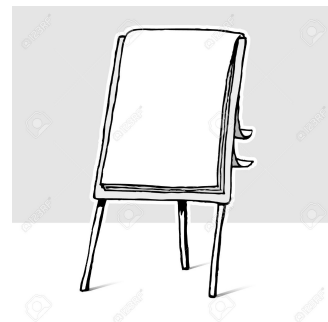
## Plan – how to get from "here" to "there"?

- Table discussions 2, 3, 4 and 5:
  - how to engage employees during different work-life seasons
  - how to align employee engagement with organizational success
  - next steps to progress in terms of impact archetype
  - how to create work with more meaning and purpose
- Where will we be on the scale of economic value?

## Authenticity – will others believe and join us?
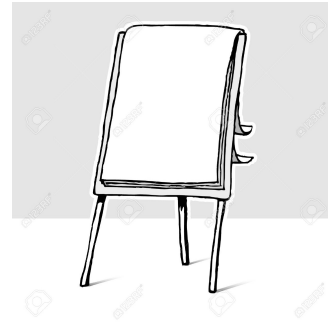
- How can we develop or ensure authenticity?
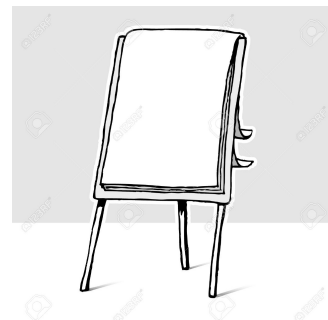
# Capacity – will we be able to get there?

- How best to address work/work flow, overwhelm, and burnout?

# Trigger – will we take the first (or next) step?

**What do you think the next best step would be for your organization?**

| | |
|---|---|
| Greater leadership awareness | **A** |
| Better or expanded supervisor / manager training | **B** |
| Work / workflow process improvements | **C** |
| Design and implementation of a pilot study | **D** |

Start the presentation to see live content. Still no live content? Install the app or get help at **PollEv.com/app**

---

# Questions / Further Discussions / Thank you!

**Peter C. Atherton, PE**

**President and Founder, ActionsProve, LLC**

**Email: Pete@ActionsProve.com**

**Web: www.ActionsProve.com**

**Serving Nationwide from Knoxville, Tennessee**

Reach out:
Copies of Slides | Summary of Results |Book Drawing

Please give us your feedback.
The more you give, *the more points* you will receive!

Home…Agenda…Session …bottom of screen