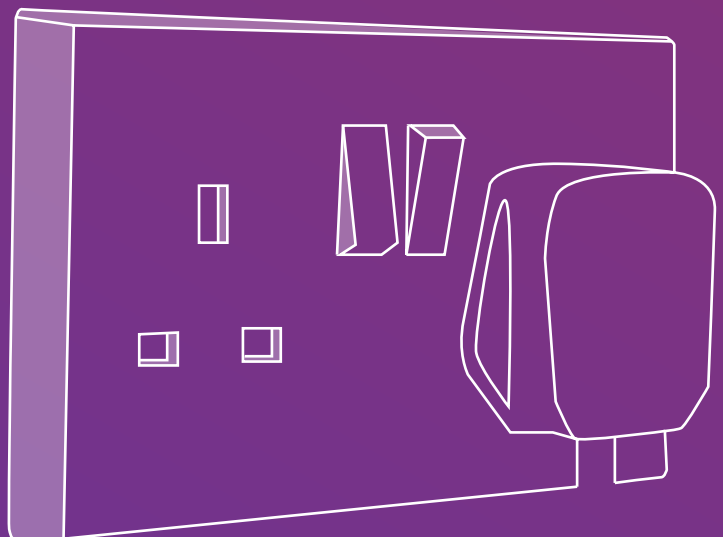


A FoW REPORT ON ENGAGEMENT 2.0



A report prepared by the Future of Work Research Consortium, March 2014
For more information, visit our website: www.hotspotsmovement.com

FUTURE ofWORK

ENGAGEMENT 2.0 ABOUT THE FUTURE OF WORK CONSORTIUM

The Future of Work Research Consortium (FoW) is widely acknowledged as one of the most innovative and collaborative forums for exchanging insights, models and concerns about the future of work. Led by Professor Lynda Gratton, FoW unites academic research and organisational practice to deliver a unique multidisciplinary experience.

FoW was established on the understanding that the challenges facing organisations today are far too complex to address in isolation. Instead, they require the combined efforts of leaders across multiple industries and disciplines. FoW has brought together executives from more than 80 multinationals to collaborate on the issues they are facing and to share examples of the most effective solutions.

FoW explores core themes selected in association with members. These themes provide the context for a collaborative research process beginning with an extensive literature review conducted by the FoW team. The insights from the literature review provide the basis for an active phase of co-creative research with member organisations.

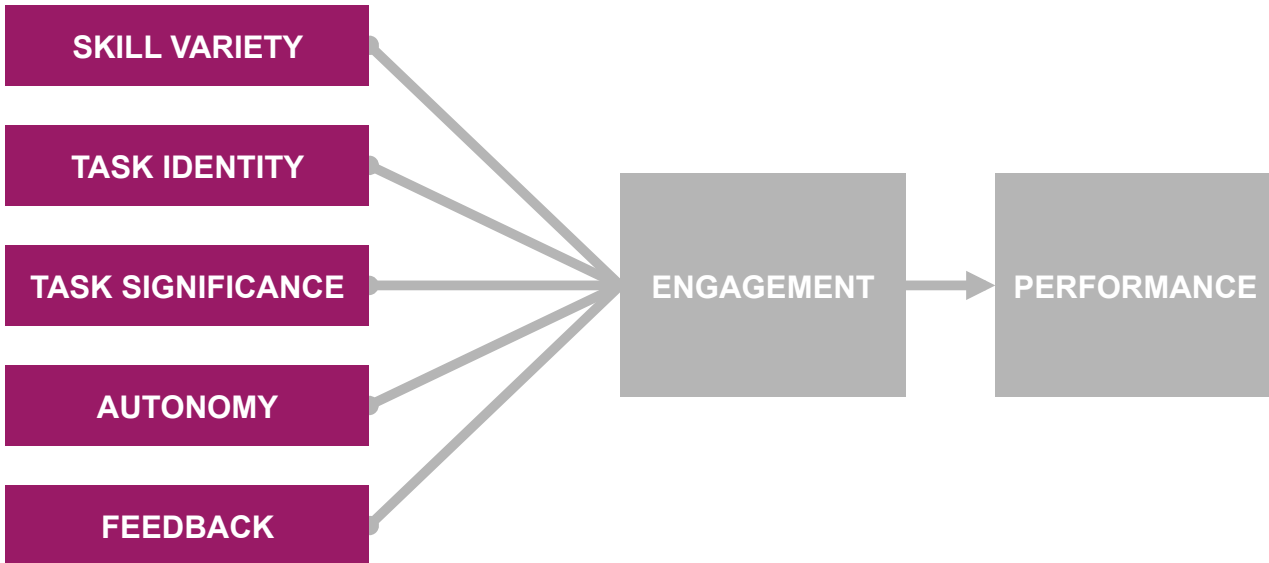
Through a combination of Masterclasses, online jams and diagnostics we delve deeper into each theme and create fresh perspectives into both long-standing and emerging business challenges. The insights from this range of research methods are combined into one compelling report for each theme. This, combined with an extensive FoW library of articles, case studies and videos, enables members to embrace the challenges and opportunities they are facing armed with the latest data.



INTRODUCTION TO ENGAGEMENT 2.0

Globally, just 13% of employees are engaged in their work.¹ This is despite extensive investment in employee engagement initiatives by organisations around the world. So, what is going wrong and why are we still finding it so difficult to solve the employee engagement puzzle? In this report, we deepen our understanding of the drivers of engagement, the link between engagement and performance, and the extent to which new tools are enabling organisations and individuals to tailor the engagement experience.

The quest to understand what drives employee engagement is long standing. In 1976, Hackman and Oldham, two professors of organisational behaviour, developed the Job Characteristics Theory, which continues to influence organisations today. The underlying assumption was that if companies could address five core motivational drivers, they would succeed in engaging their workforce. Assuming engagement to be a proxy for performance, organisations invested heavily in this model:




Recent research has, however, challenged this conventional wisdom suggesting that in some organisations the most engaged employees are not the highest performers. London Business School Professor, Sumantra Ghoshal, warned that “busy” and engaged managers may seem the most high performing, but can actually lack the focus or energy to move beyond fire fighting tasks that do not add significant value.² This is a serious concern for organisations that have organised their processes around the promise of employee engagement and that have tied reward structures to engagement scores.

The complex relationship between employee engagement and performance highlights the need for sophisticated approaches to understanding this topic. Some leading organisations are moving beyond engagement surveys and toward new tools that enable them to develop a deep understanding of individuals around the business, what drives them, and how they might perform in future. One tool that is receiving a great deal of attention is Big Data. By capturing and analysing the reams of data that employees produce through their use of company systems and programmes, organisations are beginning to produce a more accurate picture of their workforce and what drives them.

While Big Data Analytics advances the ability of organisations to understand and engage groups of employees, progress in brain scanning technology is enabling them to better understand individual drivers of behaviour. Leading neuroscience researchers such as David Rock are applying lessons from neurology to everyday workplace events to understand their impact on engagement. Rock’s research finds that five elements trigger either a primary threat or primary reward response that can result in an increase or decrease in engagement. These elements are status, certainty, autonomy, reputation and fairness. A perceived threat to any one of these elements can produce a threat response in the human brain of the same magnitude as a threat to one’s life. This is an alarming message, particularly in light of recent research showing that 47% of employees in the UK feel a sense of threat from their leader.³

With new insights from Big Data and a deeper understanding of what drives people on a personal level, organisations have the potential to revolutionise the employee engagement experience to reflect the heterogeneity of their people. According to participants in the Engagement 2.0 jam, the challenge now is to decide which elements of a person’s identity should be considered when segmenting employees, and which aspects of work can be customised to suit them. Organisations that can connect with their people on a personal level should see payoffs in their ability to recruit, engage and retain the best talent.



Our research on Engagement 2.0 is structured around four provocations:

EFFECTIVE ENGAGEMENT (PAGE 4)

The relationship between engagement and performance is complex. The increase in the proportion of non traditional workers such as freelancers and contractors, alongside five generations in the workforce is pushing organisations to take a more sophisticated view of engagement. Going beyond traditional surveys to understand what matters most to their workforce and how they might address this will be key in the years ahead. Jammers felt that enhancing engagement levels required all workers around the business to appreciate that engagement is everyone's job and not the sole domain of the HR function. They advocated moving beyond policies and perks to achieve real engagement through social connection and inclusive leadership.

BIG DATA ANALYTICS (PAGE 8)

Every minute, Facebook users share 684,478 pieces of content, Twitter users send over 100,000 tweets and email users send 204 million messages.⁴ This vast quantity of digital data is being used by marketing teams to understand their customers in immaculate detail. The challenge now is for HR teams to apply this to understanding the identities and drivers of their diverse workforce. Jammers shared their belief that Big Data could greatly enhance the effectiveness of traditional processes such as recruitment and performance reviews, contributing to a more engaging experience for employees. For this to work, however, organisations must be transparent in their collection and use of data to avoid losing employee trust. They must also strike a careful balance between data and intuition in decision making to ensure that the value of experience and gut feeling are not lost.

CUSTOMISING ENGAGEMENT (PAGE 12)

New tools, such as Big Data Analytics, provide organisations with the information they need to begin tailoring the engagement experience for their diverse workforce. During the jam, participants considered how they might tailor their offerings according to generation, life stage and work-style preference. Jammers advocated creating broad policies and modular choices that allow people to select what is important to them and actively create their own journey of work. While customised policies and perks would help reduce active disengagement, Jammers agreed that they would be relatively ineffective in actually creating engagement. Indeed, to motivate employees, organisations must focus on the relational and social aspects of work, including relationships with line managers, coaching opportunities and networking with peers, all of which provide people with the opportunity to express themselves and connect with the organisation.

REALISING POTENTIAL (PAGE 15)

An organisation's success is increasingly dependent on harnessing the creativity and innovation of its workforce. However, for workers to volunteer their best ideas Jammers felt that they must be able to express their authentic and "whole selves" and access creativity from all facets of their identity. Jammers debated whether a more useful approach would be to encourage people to be their "best selves" at work, selectively including elements of their work and non work identity that deliver the most value for the organisation. The general consensus was that negotiating identity at work required organisations to provide the space for people to express as much or as little of themselves as they desired.

We hope you enjoy reading this report and we welcome your insights on this important topic.



Emma Birchall
Head of Research - Future of Work Research Consortium

Note: All opinions expressed within this report are those of the attributed author, and may not reflect the opinions of their organisation.

1. EFFECTIVE ENGAGEMENT

Effective engagement received the most comments of all four provocations in the jam, with 198 contributions from Jammers. The sentiment behind conversations on the three most popular topics, detailed below, was neutral to slightly positive:

MOST POPULAR JAM TOPICS	# COMMENTS
Do fancy HR programmes and on-site services help to drive engagement?	39
Are high performers more or less engaged than low performers?	26
Who is responsible for employee engagement?	17

SENTIMENT ANALYSIS KEY

SENTIMENT ANALYSIS KEY

NEGATIVE POSITIVE

Sentiment ranges from -1 (Negative) to +1 (Positive)

Understanding Engagement Levels: The employee engagement challenge facing organisations is significant indeed: globally, around a quarter of employees are actively disengaged, meaning they are not just unhappy at work, but are busy acting out their unhappiness and undermining the accomplishments of engaged co-workers.⁵ Within this global figure exists substantial regional variations, suggesting that forces external to an organisation have a significant impact on engagement levels. Indeed, US workers are significantly more engaged than their Western European counterparts. Jammers speculated why this regional variation might exist:

“ I believe the cultural norm is that you would avoid saying you are not engaged in the US as it would be seen as improper or politically incorrect - even unpatriotic. Whereas Europeans don't have quite the same cultural context. It doesn't mean a difference in loyalty or actual engagement, but means you might express your interpretation of engagement differently.

- Craig Yetter, Senior Global OD Leader, Novartis

The Engagement Debate: As Craig Yetter's quote suggests, employee engagement scores are perhaps an oversimplified approach to a rather complex matter. Over the years, organisations have viewed engagement scores as a proxy for the performance of their people, assuming highly engaged workers are high performers. However, recent research suggests this assumption may be flawed and that highly engaged people may also be low performers:

“ In my experience with previous employers, some highly engaged poor performers would not have been so engaged had their poor performance actually been managed. As it stood, their motivational needs were continuing to be met by not having their performance managed and being allowed to continue performing as they saw fit.

- Deanna Clements, Organisational Development Manager, British Red Cross

According to some Jammers, low engagement levels among high performers could be down to their higher expectations of the workplace not being met:

CASE STUDY: GLASSDOOR - EMPLOYEES AS AMBASSADORS

Recent research from Edelman - a leading think tank on understanding trust - found that a company's employees are the most trusted source of information according to stakeholders outside of the business. This insight is reflected in the popularity of websites such as Glassdoor.co.uk that provide a forum for current employees and alumni to voice their opinions about their employer for the benefit of others who are considering joining the company.

Glassdoor.co.uk's entirely employee-generated content includes approximately 5.5 million salaries and reviews of employers, and is making the recruitment process more transparent for candidates. This increased transparency combined with the high level of trust placed in employee reviews, makes employee engagement potentially more important than sophisticated recruitment campaigns when attracting high calibre candidates.

Full case study available in the library at www.fowlab.com

“ Often high achievers tend to be very driven and ambitious and therefore expect more from the organisation and their manager. They want to be promoted quicker, developed and rewarded for their high performance. If this doesn't happen, then individuals can feel less engaged.

- Laura Cole, AMEA HR Delivery Manager, BT Group

The relationship between engagement levels and performance is complicated further by bias in the traditional methods of measuring engagement. Engagement levels tend to be self-reported and are influenced by a person's current circumstance and memory of previous experiences. Guest Jammer, Jan Hills, explained:

“ We have an “experiencing self”, relating to what it actually feels like in the moment to be engaged, and a “remembering self”, that is, how we feel about engagement when we look back over the day for example. What most surveys measure is the remembering self and that memory can be distorted. Potentially this means we are putting policies in place that target not how employees actually experience their job, but how they remember engagement. For example, when asked in the moment, most employees will talk about how important social connections are to them. When asked historically, like in a survey, their answers are more likely to be about pay and conditions because those are the factors we are conditioned to respond to.

- Jan Hills, Partner, Head, Heart and Brain



CASE STUDY: ENGAGING THE MILLENNIALS AT PWC



Consultancy firm PwC were facing a complex challenge: while they were able to recruit the brightest young people into their graduate scheme, they struggled to retain them. To understand what was driving this attrition, PwC partnered with the Hot Spots Movement to launch an in-company jam that would enable all of its graduates from around the world to talk openly about what was going wrong, and how PwC could better engage them.

When the jam launched, the PwC team expected the conversation to centre on how graduates were being managed, assuming that line managers were failing to reach the engagement drivers of this new generation of workers. However, as the conversation developed, two unexpected insights emerged. First, graduates were leaving because their expectations of a global career were going unfulfilled. Second, they were unhappy with their lack of leisure time and inability to pursue out-of-work hobbies.

These two insights would not have emerged if PwC had relied on an engagement survey alone, limited by pre-determined questions. By enabling graduates to raise their own topics and direct the conversation, the management team got to the heart of what was disengaging some of its most promising, young talent and could respond effectively.

The full report, 'NextGen: How Millennials View and Impact the Workplace' is available in the library at www.fowlab.com

Who Is Responsible? Inherent in the engagement challenge is the question of who is responsible for employee motivation. In a survey of executives and middle managers conducted by The Economist⁶, it emerged that both groups felt that they were primarily responsible for engaging employees. When more junior employees were surveyed, however, the results indicated responsibility rested with line managers. These findings are supported by research by the Corporate Executive Board who found that employees considered line managers the most important influence on their personal development (See “Effectiveness of Various Methods of Personal Development”).

During the Jam, participants shared their views on where responsibility for employee engagement lay within their organisations:

“ I do agree with the important role line managers play in employee engagement. However, I've always considered the best thing management can do is to get out of the way. The second thing is make sure the professional is well facilitated to do their job properly and the third is coaching them to a higher level.

- Erik Volkens, Senior Advisor - Marketing Intelligence, Randstad

The broad consensus among Jammers was that employee engagement must be the responsibility of every division and department in an organisation rather than the sole domain of a central HR function:

“ I completely disagree that HR should be the custodians of employee engagement. It should be something that all employees within an organisation take ownership of. I do concede in many cases there should be role models of engagement, perhaps “engagement ambassadors”. HR should play a part in promoting the engagement culture of a company and should be there to clarify any grey areas.

- Ngozi Nwabineli, Team Assistant, Global Talent & OE Team, Diageo

Further still, many Jammers felt that new ways of working, with people moving jobs and locations more frequently, meant that responsibility ultimately rested with the individual. Each person must take ownership of their situation and shape their experience of work so that they are engaged:

“ How far can we expect organisations to take responsibility for engagement and how much should we expect employees to be accountable for their own engagement? We all choose the attitude we bring to work, don't we? If we are expecting too much from organisations, but not enough of our employees when it comes to the engagement deal, we are in danger of reinforcing the Parent - Child relationship we obviously want to move away from.

- Pavica Barr, Global Senior OD Leader, Novartis

“ There is an individual contribution to engagement. Engagement is not passive, but an active and ongoing process of alignment between the individual and the group. We want to create conditions that make individual effort attractive: conditions that make it worthwhile for individuals to strive to achieve engagement within the group and that offer positive reinforcement.

- Chris Bassett, Team Lead, SunCorp

HR Practices and Processes: In 1987, Frederick Herzberg argued that two sets of factors influence employee job satisfaction: ‘hygiene’ factors such as company policy and working conditions that avoid worker dissatisfaction, and ‘motivator’ factors including recognition of achievement and the work itself that can actively increase employee satisfaction.⁷ This theory called on organisations to go beyond policies and perks if they wanted to achieve high engagement levels. During the jam, participants shared their views on the impact of HR policies and practices in creating engagement:

“ There are drivers of engagement and disengagement. The research tends to say that reward and recognition are not engagement drivers, but can be a potential reason for disengagement. Therefore when thinking about the application of other HR strategies such as talent programmes to work effectively in line with engagement strategies there need to be a lot of types of reward, recognition and development opportunities to recognise different types of talent. One size doesn't fit all (which is what the traditional nine box grid tended to do - put your HIPOs on a talent program and ignore everyone else).

- Frances Caldwell, Senior Change Manager, KPMG

EFFECTIVENESS OF VARIOUS METHODS OF PERSONAL DEVELOPMENT



Coaching by your line manager	93%
Job rotations and assignments	86%
Action learning	77%
360-degree feedback	71%
Professional coaching	57%
In-house classroom-based education	48%
Business simulations	39%
Peer mentoring	32%
External executive education	23%

Source: Corporate Executive Board 2009




CASE STUDY: SOCIAL KNOWLEDGE SYSTEMS AT TATA CONSULTANCY SERVICES (TCS)

TCS needed a company-wide knowledge management program that was easily accessible, enjoyable to use, and encouraged its users to connect and collaborate. TCS invested in a number of platforms that employees could use to communicate with each other while adding to a growing repository of useful information from the bottom up. This way, the knowledge management program could not only act as a business enabler, but also transform work through collaborative knowledge generation.

At the heart of the knowledge management platform was 'Knowme', rolled out to help share knowledge across the organisation and promote a new image of TCS as an 'Information Workplace'. Though it started as a simple document repository, it quickly evolved into an advanced social platform where associates could connect and collaborate with each other in an open and collaborative sociable space.

Full case study available at www.fowlab.com



While practices and policies are useful in preventing disengagement, Jammers highlighted the need to ensure people within the business are equipped with the skills to engage their teams and colleagues through social connection:

“ In my view the focus should be on giving people the skills and incentive to work with their employees in a way that maximises the employee’s ability to contribute to the organisation’s goals. When this happens people are engaged. Whilst fancy policies make people feel good for the short term, they don’t last.

- Jan Hills, Partner, Head, Heart and Brain

KEY INSIGHTS

WHAT IS THE TRUE LINK BETWEEN EMPLOYEE ENGAGEMENT AND PERFORMANCE?

The link between engagement level and performance is highly contested, both in recent academic research and by jammers. During the jam conversation, people shared their experience of co-workers who demonstrated high levels of engagement despite being low performers.

- 1. Cultural Context of Engagement:** The first challenge in understanding engagement is explaining the variation in engagement levels between regions and geographies. Jammers reflected on the relatively higher levels of employee engagement in North America compared with Western Europe and concluded that different interpretations of engagement and different priorities could influence engagement scores. This means that we must be cautious when comparing scores between different countries.
- 2. Addressing Underperformance:** Employees who are under-performing may continue to be highly engaged if their underperformance is not addressed, according to Jammers. This group may be satisfied with their “good deal” that requires little effort on their part in order to remain in the organisation.
- 3. The Higher Expectations of High Performers:** High performers who do not feel engaged in their work may, according to Jammers, be suffering from unmet expectations. These driven and ambitious employees are likely to demand more in terms of autonomy, skill development and responsibility and may become unengaged when these high expectations are not fulfilled.

IF CORPORATE POLICIES HAVE LITTLE IMPACT ON EMPLOYEE ENGAGEMENT, WHAT CAN ORGANISATIONS DO TO HELP EMPLOYEES ENGAGE?

- 1. Corporate Policies and Avoiding Disengagement:** Jammers broadly agreed that corporate policies and perks are most useful in avoiding disengagement rather than in actively creating engagement. Organisations must therefore strive to get the basics right in terms of comfortable work environments and good levels of support for general wellbeing, but must use more advanced tools to create engagement.
- 2. Social Connections:** One powerful tool available to organisations is leveraging social connections in the workplace. A person’s desire for connection can be an effective way to create engagement and goodwill with an employee. Indeed, this is reflected in the questions asked by Gallup - an employee engagement research organisation - surveys which now include: Do you have a best friend at work? Organisations should therefore create opportunities for employees to connect with each other, share experiences and learn from each other.
- 3. Personal Responsibility:** The regional variations in employee engagement levels even within the same organisation hint at the wider range of forces - often beyond a firm’s influence - that affect engagement. Jammers reflected on this and felt it indicated an important role for the individual in engaging themselves rather than being passive recipients of organisational policies and practices. Individuals must take ownership for their careers and circumstances and work with their employer to create an engaging role and workplace.



2. BIG DATA ANALYTICS

Big Data Analytics was third out of the four provocations in terms of number of comments received. Jammers contributed 124 comments, focussing on what Big Data is and its importance in the decision-making process. Overall, the sentiment behind the three most popular topics detailed below, was neutral:

MOST POPULAR JAM TOPICS	# COMMENTS
Big Data - What is it?	24
Big Data - Too much hype?	12
Data and intuition	10
SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE
Sentiment ranges from -1 (Negative) to +1 (Positive)	

Understanding Big Data: We hear the term Big Data regularly and, in 2013, Viktor Mayer-Schonberger’s book titled simply “Big Data” made it into the Financial Times Business Book of the Year shortlist. But what is Big Data and why should we be paying attention to this new concept?

According to Mayer-Schonberger, Big Data refers to the vast amount of digital information we are creating every day. More importantly, however, it is the tool that will revolutionise how we understand ourselves and the world around us. The digitalisation of data on everything from our social interactions on Facebook, to the performance of car parts, is creating a pool of information so vast that we can now do away with conventional research methods that were designed to address the limitations of a small data world.

First, Big Data means we no longer need to create sample populations on which to base our research. These sample populations were a way of addressing our inability to collect data on everyone in a particular group. Big Data, however, allows us to analyse all of our research population. With Big Data, *n = everyone*.

Second, Big Data means we no longer need to approach research with a hypothesis to be proved or falsified. Traditional research methods begin with a statement before sampling a group to see if the statement is true or false. With Big Data, the dataset is so vast that we can simply scan the information for trends and correlations rather than approach with a hypothesis.

The implications of Big Data on the way we work are significant. Mayer-Schonberger believes Big Data is poised to augment, if not overrule human judgement, diminishing the value of subject matter experts in favour of statisticians and data analysts. The emergence of Big Data will also create new challenges for medium sized companies that have previously existed because they are large enough to realise the benefits of scale, but also small enough to remain flexible. In a Big Data world, there is no minimum scale a company must reach to pay for its investments in productivity.⁸

To reap the full benefits of Big Data, organisations must let go of conventional research methods and embrace a new world characterised by abundance rather than scarcity of data and by correlations rather than strict causations.

The Promise of Big Data: The recent press on Big Data suggests this tool has significant potential in revolutionising how we understand and interpret human behaviour. Jammers shared their views of how Big Data may transform corporations:

“ You could develop a predictive model about when people might leave the organisation, looking at factors like where they live, their distance to work, and the availability of public transport. If, when you put it all together, you determined that people who live a long way from the office and have little public transport are at risk of leaving, you could approach these people and engage in dialogue with them about easier options to get to work and perhaps get them staying an additional ten years.

- Chris Talbot, Manager - People Strategy and Metrics, SunCorp

“ Why wait until people leave or get stressed or their output falls when we could get a real time view on sentiment. We expect to track and listen to our customers mood and sentiment but our people affect this more than anything else so we should be listening to them in the same real time and agile way.

- Sally Fuller, Director - Strategic Propositions, Customer Experience & Marketing, KCOM Group PLC



CASE STUDY: EMPLOYEE TRACKING AT BANK OF AMERICA

Bank of America (BoA) asked its Rhode Island call centre employees to wear tracking devices to monitor and record their movements, conversations and interactions. The project, led by MIT's Sandy Pentland, aimed to generate data on previously unmeasurable aspects of employee behaviour to understand which behaviours led to higher performance. The tracking devices used infrared signals to track which colleagues the test subjects talked to every minute for a month.

Data generated by the tracking devices indicated that individuals who talked to more co-workers got through calls faster, felt less stressed and had the same approval ratings as their peers. In response to this information BoA decided that, instead of staggering breaks as it had previously, it would align breaks to allow employees to socialise. Just a few months later, BoA had realised productivity gains of around US\$15 million a year thanks to insights from Big Data.

Full case study available in the library at www.fowlab.com

Data Versus Intuition: Big Data insights offer new views on existing challenges based on vast amounts of information, analysed by complex algorithms. The correlations it produces are at times quite surprising and challenge the conventional wisdom that has been driving our decision making for decades.

Advances in data analytics raise the question of whether we should be making more of our business functions and decisions data-driven, with a reduced role for intuition. Psychologist and best-selling author Daniel Goleman cautions that intuition continues to play a significant role in executive decision-making. Goleman reminds us that this “gut feeling” is drawn from our entire life experience and is valuable data too.⁹

Privacy and Big Data: The grand promises of Big Data have been swiftly accompanied by perceived threats to security and privacy. The volume of data that companies, governments and other institutions can access about each individual has raised serious concerns about how that information might be used and what would happen if it were to fall into the wrong hands:

“ The issue with Big Data is always going to be trust. It is frightening for employees to lose control of their data and how it is used. Freedom with strings is not freedom.

- Pauline Salomons, OD Consultant, BT Group

“ We have to balance the type of data we gather and the value we can get from such data, with respect to people's privacy and comfort zone. Personally, I wouldn't want any employer tracking my biometric data. Managers should ask themselves, “Would I want to do this myself?” If they answer “No” then expecting their employees to do that would not make sense.

- Guy Halfteck, CEO, Knack.it

Organisations that seek to harness Big Data insights to understand employees and improve engagement must do so without being seen to invade privacy or use data in unfair ways:

“ A company that becomes a data sweatshop will lose its credibility and reputation in the marketplace and in the long term won't be able to attract employees. So the net effect will be negative even if it can gain a short-term (and short lived) data advantage.

- Guy Halfteck, CEO, Knack.it




GUEST SPEAKER CASE STUDY: GAMIFICATION AT KNACK

Knack, a Silicon Valley start-up, has built mobile games that log massive volumes of data to identify the most suitable talent for an organisation. Through predictive Big Data analytics, Knack deciphers an individual's unique potential and indicates how to develop their skills and match them with opportunities.

Knack's application-based games observe how you play and record several megabytes of data on each move you make: how you perform, how you engage with challenges, how you learn, how you change your strategies, how you cope with failure, and how you recover from set backs. Within 15 minutes they have generated enough data to help a recruiter predict how you might perform in a role. Knack's founder, Guy Halfteck, believes gaming applications are set to revolutionise HR processes, enabling organisations to spot previously unknown talent.

Full case study available in the library at www.fowlab.com



“ Data can be flawed or incorrectly correlated. Humans have something that machines could never do - humanity. How many times do parents push to be heard when they just 'knew' there was something wrong with their child. There is no formalised data in that, but intuition in which they rightly trust.

- Pauline Salomons, OD Consultant, BT Group

Jammers raised the important point that data will never completely supplant human intuition in the decision-making process as someone has to decide what to analyse and which conclusions to draw:

“ The interpretation of data will always be made and actioned by people, so it is not unbiased.

- Susanne Anderson, HR Project Manager, Arla Foods

Removing human influence from the analysis of Big Data - which relies on complex algorithms scanning for trends - can be problematic, according to Mayer Schonberger who cautioned that 'Big Data predictions and the algorithms and datasets behind them, will become black boxes that offer us no accountability, traceability or confidence.'¹⁰ Organisations could be making decisions based on faith in the algorithms that are sifting through reams of data too complex for any one person to decipher. To manage this risk, the jam community felt that organisations must find the right balance between data insights and intuition:

“ The true strength of Big Data is when it is combined with knowledge about the culture and people of an organisation. Big Data in isolation does not provide the richness of insights needed. When looking at the example of Knack - a gamified approach to identifying talent in the recruitment process - the ability to streamline recruitment processes has the potential for creating significant organisational efficiencies. However, once a shortlist of candidates has been identified, human interaction is still key to the final selection decision.

- Kristie Leopardi, Senior HR Manager, Westpac

Data Analysts: The final challenge for organisations seeking to use Big Data more intensively in decision making is to attract the advanced data scientists who are able to make sense of the large volume of messy data. The US alone faces a shortage of 1.5 million managers and analysts with the skills to understand and make decisions based on Big Data.¹¹ Jammers shared their concerns in this respect:

“ Most organisations won't be able to benefit from the Big Data phenomenon because they don't have the technology, capability or capacity to use it. Or they don't have the mindset to exploit it.

- Michael Hounslow, HR Reporting Analyst, SunCorp

Big Data for All: One barrier to the adoption of Big Data analytics within organisations is the perception that it will be used by employers as a tool to scrutinise and invade the privacy of their workers. Jammers felt that this concern could be alleviated by making Big Data insights available to all levels of the organisation so that individuals could better understand and influence their own performance through tracking their own activity:

“ The danger is that people will play the system or, if they don't trust their management to use the data in a positive way, will opt not to share anything. One approach to alleviate this is to reposition it as a self report tool, where advisors elect to share their data and are assured that this data will be anonymised.

- Nicola Millard, Futurologist, BT Group

ACADEMIC INSIGHT: DANIEL GOLEMAN, THE FOCUSED LEADER

According to Daniel Goleman of Rutgers University, Big Data does not mean the end of human intuition in the decision making process. He cites the findings of research on 118 professional traders at four City of London Banks that found the most successful candidates to be those that neither relied entirely on analytics or entirely on their 'gut feeling.'

"The most successful traders focused on a full range of emotions, which they used to judge the value of their intuition. When they suffered losses they acknowledged their anxiety, became more cautious and took fewer risks. The less successful traders tended to ignore their anxiety and keep going with their guts."

Goleman believes that intuition - which draws on past experience to inform our views of current and future situations - is valuable data that should be used in conjunction with Big Data insights.

Goleman, D., (2013), The Focused Leader, Harvard Business Review, 91 (12), 50-60



KEY INSIGHTS

WHAT ARE THE BARRIERS TO BIG DATA COLLECTION WITHIN AN ORGANISATION AND HOW CAN THESE BE OVERCOME?

- 1. Privacy Concerns:** Recent events such as Edward Snowden's exposure of activity at the US National Security Agency (NSA) have heightened concerns around data privacy in an increasingly digital world. These concerns were echoed by Jammers who felt that reassuring employees that the data would be used responsibly and ethically was core to the acceptance of Big Data-driven HR.
- 2. The Role of Intuition:** Amid the hype of Big Data are academics and business leaders who endeavour to remind us of the key role of intuition in decision-making. Jammers felt that achieving a balance between data and intuition in the decision-making process was pivotal to retaining the human element of business, and HR in particular.
- 3. Skills Shortage:** Organisations embarking on Big Data projects will face the challenge of sourcing scarce talent in the form of data scientists. The number of workers with the ability to analyse vast and complex data sets are few, meaning organisations will need to look further afield to find talent, or must consider developing people in-house.

HOW CAN WE COMBINE TRADITIONAL EMPLOYEE DATA WITH NEW SOURCES TO BUILD A BETTER UNDERSTANDING OF EMPLOYEES?

The Price of Employee Tagging: During Lynda Gratton's presentation at the Engagement 2.0 Masterclass, she shared the example of the Bank of New York's pilot of sociometric tags. These monitors were worn by all workers at their Rhode Island call centre and tracked their every movement, including with whom they spoke and for how long. The insights from this experiment revealed that workers who spent the most time talking with colleagues during tea breaks performed the best, uprooting the conventional wisdom that time spent away from the desk talking, was time wasted.

The ability of organisations to use sociometric tags is likely to be limited by privacy concerns of employees. However, when polled during the Engagement 2.0 Masterclass, the majority of attendees reported that they would wear a tag if incentivised with a pay rise of \$10,000. Students at Lynda Gratton's London Business School MBA Elective shared this view, suggesting people are willing to share their data for the right price.

HOW CAN ORGANISATIONS PREPARE FOR THE ANTICIPATED SKILLS SHORTAGE IN BIG DATA ANALYTICS?

Big Data analytics requires a complex and rare skill set: analysts must be able to model a large dataset and understand the maths required to build those models, as well as having the intelligence and experience to be able to identify the most pressing insights and convert those into stories from the data. So, where can we find these sought-after specialists? According to the Wall Street Journal, organisations will be waiting a while before they can recruit data science graduates as the courses required do not yet exist. Likewise, there is no pool of data scientists for recruitment consultancies to engage. This means that organisations that are serious about leveraging Big Data Analytics will need to take responsibility for developing talent in house. This marks a significant opportunity for organisations that become first-movers in developing capabilities. Forming alliances with government departments, universities and other companies will be key.

Wall Street Journal, *Big Data's Big Problem: Little Talent*, 2012

3. CUSTOMISING ENGAGEMENT

Customising Engagement received 95 comments during the jam, placing it last in terms of popularity of provocations. Overall, the sentiment behind the three most popular topics detailed below, was neutral-positive:

MOST POPULAR JAM TOPICS	# COMMENTS
One size fits all	21
How best to prepare	7
Challenging times or creative opportunity?	7

SENTIMENT ANALYSIS KEY

SENTIMENT ANALYSIS KEY

NEGATIVE POSITIVE

Sentiment ranges from -1 (Negative) to +1 (Positive)

Diversity in Action: Equipped with new tools such as Big Data Analytics, organisations are increasingly able to customise their employee engagement strategies to meet the diverse drivers of their workforces. Appreciating this workforce diversity was viewed by many Jammers as essential in building and maintaining employee motivation:

“ Understanding your audience and developing a targeted strategy for engagement, rather than a blanket approach, gives you the potential to cover demographic, hierarchical and other characteristics of the wider stakeholder group.

- Suzanne Murray-Prior, Director, KPMG

While many business leaders would agree that tailored employee engagement strategies are desirable, the question remains which aspects of an employee’s character, demographic and circumstance should be considered when segmenting workers and which elements of the engagement programme can be adapted:

“ One of the key challenges is to define criteria for customisation. We also have to think through our offerings and which parts of the employee engagement experience can be easily customised.

- Kat Ivan, Employee Engagement/HR Project Manager, Cisco

Customisation Criteria: One criteria that appears high on the agenda is generations. By 2020, many workplaces will be characterised by five distinct generations. These cohorts are assumed to have different and perhaps competing demands of their employers.

As such, Jammers shared their view that customising engagement along generational lines may improve the motivation of some of their most challenging groups:



CASE STUDY: INCREASING MATURE ENGAGEMENT AT VITA NEEDLE

Half of Vita’s workforce are 75 or older, half are part-time and the average age of all employees is 65. Recently the company’s oldest employee, Rita Finnegan aged 100, left the business not because of poor health, but because her family relocated and the commute was too enduring. Vita attracts and engages some of the most talented, mature engineers by providing the flexibility they need to remain in the workforce. One of their highest calibre recruits Bill O’Mara, 76, is a Yale graduate and chemical engineer who once spent his days building nuclear power plants. While Bill is affluent enough to retire now, he has been attracted by the ability to retain the social aspect of remaining in the workforce, meeting new colleagues and friends while doing meaningful work.



Vita Needle aims to take advantage of the whole talent pool of multiple generations of skilled workers. By focusing recruitment efforts on older workers, the company successfully taps into a pool of experts who may be past traditional retirement age, but do not want to leave the workforce altogether.

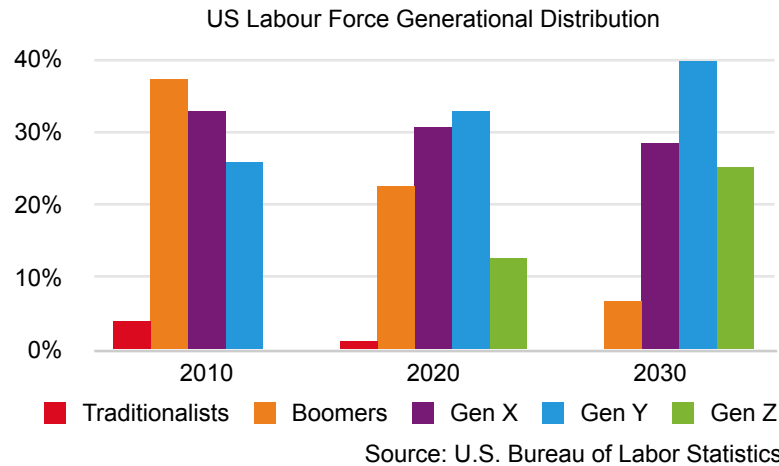
Full Case Study available at www.fowlab.com

“ We urgently need to adapt our processes, systems, symbols and behaviours (particularly leadership) to the new economic and demographic realities. I think the quickest way is to admit newcomers to the table via an inclusive process of design and delivery of new solutions. Let's fast track their learning and remove age as a barrier to being able to contribute. I've seen 'reverse mentoring' work very well as a by-product.

- Rosemary Kirkby, Academic

While generational distinctions can be useful in understanding the particular drivers of sections of the workforce, research from the Hot Spots Movement's Inclusion and Diversity Research Consortium found that this visible indicator of diversity perhaps distracts from more salient markers such as life stage.

Indeed, organisations looking to engage individuals in a more sophisticated way would need to turn their attention to diversity of thought, based on some of the following drivers:



Engaging Non-Traditional Workers: In addition to generational and life stage diversity, the global workforce is becoming characterised by diverse working arrangements. By the end of 2014, around 1.3 billion people around the world will be non-traditional workers, entering into freelance, short-term or portfolio work rather than becoming full-time employees.¹² Indeed, Harvard University's labour economist Lawrence Katz¹³ predicts that middle class employment of the future will not be as employees of large organisations, but as self sufficient artisans.



Jammers shared their concerns around how to customise engagement strategies to reach this more complex section of the workforce who have traditionally been excluded from some of the benefits reserved for full-time employees:


“ There have been some studies in the Netherlands on engaging employees with diverse types of contracts, ranging from indefinite to temporary to those from staffing agencies. They point in the same direction: if treated equally, these workers will be equally engaged. Engagement is not determined by the formal relationship in the job contract, but by the relationship with the line manager. However, if the company policy has special rules for temporary staff, they will feel discriminated against and their engagement will drop.

- Erik Volkers, Senior Advisor - Marketing Intelligence, Randstad

Taking Action: How then, can organisations proceed with customising their engagement approaches? During the jam, participants articulated the need to involve employees from the design stage of segmentation and customisation approaches. In doing so, organisations can achieve buy in for the initiative early on:

“ We are just finalising our engagement plans for 2014 and are including a large channel of activity around what we are calling bottom-up engagement. We were keen not to assume HR had all the answers. And to ensure real engagement and buy-in, we knew our colleagues had to have their voices heard and acted upon.

- Hana Searson, Learning, Leadership & Talent, Barclays



Building flexibility into engagement models was also viewed by Jammers as essential to customising their approach. Developing a set of options that colleagues can select from enables the business to retain stability while empowering employees to express their diversity:

“ One engagement approach is to build a strategy with numerous threads around a common theme. The objective is to have a higher proportion of the organisation resonate with at least one of the targeted threads within the overall theme.

- Suzanne Murray-Prior, Director, KPMG

KEY INSIGHTS

WHAT CAN WE LEARN FROM MARKETING ABOUT SEGMENTING OUR EMPLOYEES AND BUILDING CUSTOMISED ENGAGEMENT APPROACHES?

During our literature review we found many examples of organisations segmenting their customer base so that they could offer more effective marketing strategies. Examples included online retailer ASOS's segmentation of its customers into 37,000 unique groups, based on the wealth of data they provide when shopping online. This wealth of unique categories reflects the heterogeneity of customers, that is likely mirrored in the diversity of many organisations' employees.

HOW CAN WE CREATE CUSTOMISED ENGAGEMENT STRATEGIES WHILE MAINTAINING CONSISTENCY AND FAIRNESS IN COMPANY PRACTICES?

- 1. Maintaining Fairness:** Customising employee engagement strategies while ensuring that all employees are treated fairly is a significant challenge for organisations. Analysing data on worker interests and creating customised strategies without being perceived as intrusive is a careful balancing act for companies.
- 2. Modular Choices:** Jammers advocated creating a set of options from which each person in the company could choose. This would enable people to select the right package of benefits based on their life stage, working preferences and demographic, without the company appearing discriminatory.
- 3. Employee-Defined Personalisation:** One topic that resonated strongly with Jammers was the limitations of company perks and sophisticated policies in creating engagement. The consensus was that these actions can help avoid disengagement, but will not be a strong motivating force. Instead, organisations should focus on social connections at work which make people feel more connected to colleagues and to the organisation. Tools like social networks can help achieve this, alongside redesigning work space to encourage socialising.

HOW CAN WE TAILOR ENGAGEMENT APPROACHES TO REACH THE DRIVERS OF PEOPLE FROM DIFFERENT GENERATIONS?

By 2020, organisations will be tasked with engaging a diverse workforce consisting of as many as five distinct generations. During the jam, participants shared their views on some of the strategies that might help foster generational cohesion and engagement including reverse mentoring - the pairing up of older and younger workers so that they can learn from each other's skill set.

While appreciating the diversity of generations is important, collaborative research between PwC and the Hot Spots Movement revealed that generational differences can be overstated. Reflecting on life stage may be a more valid approach than focusing on specific age bands.



4. REALISING POTENTIAL

Realising Potential was the second most popular provocation in terms of number of comments received. Jammers submitted 137 comments on topics ranging from identity at work to neuroscience. Overall, the sentiment behind the three most discussed topics was neutral:

MOST POPULAR JAM TOPICS	# COMMENTS
The brain at work	38
How much of you is at work today?	33
Should the personal be encouraged into the professional?	12
SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE
Sentiment ranges from -1 (Negative) to +1 (Positive)	

Unleashing Creativity: The underlying aim of employee engagement strategies is to realise the potential of each individual in the business, encouraging them to volunteer their creativity for the benefit of the organisation. This challenge is set to intensify as the cost of starting a new business falls, opening the door for the most skilled employees to go alone, taking their best ideas with them. During the Engagement 2.0 Masterclass, we discussed the importance of embracing a person’s full identity at work in order to help them realise their full potential. The consensus was that if someone is unable to be authentic at work, their creativity and willingness to contribute to organisational goals will be impaired.

ACADEMIC INSIGHT: MANAGING YOUR WORK, MANAGING YOUR LIFE

According to the latest research from Harvard Business Review contributors Boris Groysberg and Robin Abrahams, the extent to which a person blends their professional and personal networks is influenced by gender:

“Many women keep their networks separate for fear of harming their image. Some never mention their families at work because they don’t want to appear unprofessional. A few female executives won’t discuss their careers - or even mention that they have jobs - in conversations outside work.”

Several women, however, reported that the tide was changing and the conflict between professional and personal ‘selves’ was easing as more women enter the workplace.

Harvard Business Review, March 2014, Vol. 92 Issue 3, p. 58-66

Identity at Work: For several decades, a myth of separate worlds has served to distinguish between identities considered relevant to and affected by work, such as managerial position, and those considered neither relevant to, nor affected by work, such as gender, religion and family situation.¹⁴ However, as ways of working have evolved and work has been reconceptualised as a thing we do rather than a place we go, this narrative is being called into question. Indeed, the most forward thinking organisations are now increasingly aware that if they are to unleash the creativity of their employees, they must enable them to bring as much of their identity to work as they choose, with non work identity a source of great inspiration and creativity:

“ I am convinced that bringing your whole self to work means fully using your potential. Leaving parts of you at home only impairs performance. You will be more authentic, but also more vulnerable. Therefore it is important that company culture is based on trust.

-Erik Volkers, Senior Advisor - Marketing Intelligence, Randstad

Best Self: Within the research on identity at work emerges the concept of the “best self” and how employers can encourage people to bring out the most skilled and effective elements of their personality to drive the organisation forward. Jammers discussed the notion of the “best self” at length, debating the extent to which people could or should leave elements of their personality out:

“ I really like the concept of “Best Self”, which for me means bringing to bear the skills, elements and traits I need at any given time in order to be successful. I am not ever all things at one time. I draw on things I need for a particular situation. It doesn’t mean I am being disingenuous or false at all: it simply means I am adapting and flexing my personal toolkit to the particular needs of a given situation to get the outcome I desire most.

- Lori Sawyer Jensen, Head of HR Excellence & Transformation, Arla Foods

“ There is something about the term “best self” that makes me feel uneasy. To me the concept has connotations of contrived or false behaviours and is about stripping out the parts of you that you don’t think are so good or the right fit. It doesn’t seem authentic.

- Pauline Salomons, OD Consultant, BT Group

Whole Self: If encouraging employees to bring only the best parts of their identity to work raises concerns around authenticity, we must then consider the viability and desirability of bringing a person’s “whole self” to work. If the individual prefers to keep some aspects private, then excessively encouraging them to expose themselves may be actively disengaging:

“ Work means different things to different people. For some it is a vocation or an extension of a passion and for others it is a means to an end, to earn to live a life outside of work. We should not expect everyone to share the same values and expectations about work and identity.

- Tony Voller, Academic

GUEST SPEAKER INSIGHT: NOT ALL EMPLOYEES WANT TO BRING THEIR WHOLE SELVES TO WORK

According to Lakshmi Ramarajan, Professor of Business Administration at Harvard Business School and guest speaker at our Engagement 2.0 Masterclass, how a person crafts their identity at work depends on the intersection of organisational policies and their own personal preferences. These personal preferences can be inclusionary or exclusionary. For example, a lawyer with an inclusionary preference might join a company that has a pro bono practice so that he can combine his identity as a volunteer with his paid work. In contrast, someone with an exclusionary preference may choose to exclude their non-work identity as parent or spouse.

When both dimensions are inclusionary or exclusionary, there is little conflict between what the organisation signals to employees and what they prefer to do in terms of identity. However, if the dimensions contradict each other, employees are forced to confront the organisation’s power and there will be great consequences:



Lakshmi Ramarajan and Erin Reid, *Shattering the Myth of Separate Worlds: Negotiating Non-Work Identities at Work*, Academy of Management Review, 2013

Some Jammers debated whether or not we are ever our “whole selves” or if we reserve different aspects of our personality for our many and varied roles in life:

“ Do we even bring our whole self to home? I think boundaries help us to explore different emotions and selves depending on what we are doing and when. In a way it is probably healthy to give certain aspects of our selves “a rest” and not be everything to everyone all at the same time.

- Craig Yetter, Senior Global OD Leader, Novartis

Finally, Jammers reflected on the culture shift and social skills required to bring one’s whole self to work in a way that does not result in judgement or censure:

“ We also have to manage our professional image or our brand as it is being called now. If we think showing up to work and having a bad day everyday is ok because “this is who I am” then we need to understand our brand may be tarnished in some way because we each view our “whole selves” differently and bringing every aspect of myself into the professional setting may create conflicts and affect how I am perceived.

- Lori Sawyer Jenson, Head of HR Excellence & Transformation, Arla Foods

Taking Action: The answer for most Jammers, lay in developing organisational cultures that provide the space for people to bring their full identity to work and then to leave it up to the individual to expose or conceal as much of their personal life as they choose:

“ Part of our employee value proposition is about giving people room to be themselves. At the heart of this approach is the belief that people are not defined by a role, uniform or work title and that they will be more engaged if they bring their energy and passion to work. We celebrate the fact that we are not an organisation of accountants, HR professionals, buyers and so on, but that we are an organisation of kit fliers, gardeners and cooks through photo shoots. There are some who prefer not to share and take part but that is their choice and it is respected.

- Anonymous

Helping people increase their emotional intelligence and self awareness was viewed by Jammers as key to the successful negotiation of work and non work identities:

“ Do we know who the “best self” we bring to work every day is? Have we been coached and developed enough in our lives and working lives to help us to work out our best qualities?

- Pavica Barr, Global Senior OD Leader, Novartis

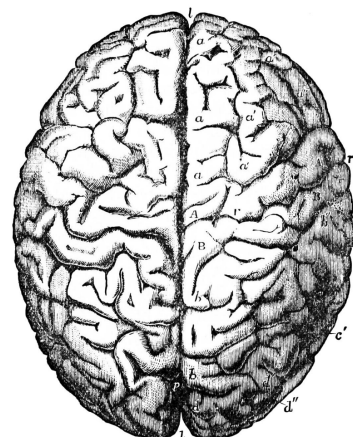
Understanding Responses: Within the topic of realising potential, Jammers reflected on some of the processes and practices that inhibit self expression in the workplace. Through the lens of neuroscience, Jammers analysed some of the ways in which organisations disengage employees, simultaneously discouraging them from bringing the whole or best selves to work:

“ To avoid threat, my view is we must turn performance management on its head. Make the manager’s role the performance coach and not the assessor. Instead, teach employees to self assess against clear criteria, then use the power of social connection to engage employees in doing the best job they can. Involve people and ask for their opinions. Maybe one of the greatest levers we have is the power of relationships. They are a free and rarely used engagement tool. In most organisations these bonds and connections happen outside of the formal engagement policy and not as a result of it.

- Jan Hills, Partner, Head, Heart and Brain

Neuroscience teaches us that situations we encounter both within and outside of work can trigger a perceived threat or perceived reward response. When we feel threatened by an event or environment, the ability of our brains to think cognitively and create new ideas is severely impacted. Therefore, when we consider our working environments and relationships, we must be aware that if we are to realise a person’s potential we must reduce any perceived threat and heighten the sense of reward.

STATUS
CERTAINTY
AUTONOMY
REPUTATION
FAIRNESS



CASE STUDY: EMPOWER AT SHELL

Shell sought to nourish an innovation culture through developing an individual and organisational mindset that promoted creativity and innovative thinking. To do this they needed to increase self-awareness, emotional intelligence and social intelligence throughout the business and empower people to realise their full, creative potential.

To do this, Shell launched the Empower Programme to build skills and networks between employees based on innovation learning principles. The programme also taught participants to practice meditation in order to bring calm and quiet to their daily routine so that they could access their best ideas.

Full Case Study available at www.fowlab.com



KEY INSIGHTS

WHAT DOES IT LOOK LIKE WHEN SOMEONE BRINGS THEIR “BEST SELF” TO WORK?

Jammers were divided on whether the idea of the “best self” was helpful in the context of realising potential. While some Jammers felt that this was a helpful way of describing the attributes that people should bring with them to work. Others, however, felt that only revealing one’s “best self” implied inauthenticity by concealing facets of an employee’s identity that were not part of their “best self”.

Jammers broadly agreed on the need for balance and to let each individual express as much or as little of their non work identity as they chose. Organisations should provide the culture and context that allows people to express themselves, but does not force people into sharing more than they feel comfortable.

HOW WILL WE MANAGE OUR WORK AND NON WORK IDENTITIES IN FUTURE?

The topic of identities at work resonated strongly with Jammers who believed that, in order to realise the creative potential of employees, organisations must provide the space for self expression and authenticity. Both now and in the future, the way we manage our work and non work identities will be influenced by the inclusionary and exclusionary preferences of us and our employers.

An interesting influence on our approach to managing work and non work identities will be the increasing popularity of non traditional work arrangements such as freelancing and portfolio careers. These new work arrangements will further blur the traditional work and non work boundaries according to Harvard Business School Professor Lakshmi Ramarajan.

HOW IMPORTANT WILL ENGAGEMENT BE IN REALISING THE POTENTIAL OF FREELANCERS, CONTRACTORS AND PORTFOLIO WORKERS?

With 1.3 billion people around the world working as freelancers, contractors and portfolio workers, the engagement challenge is becoming more complex. As these non traditional workers make up an increasing proportion of companies’ workforces, engaging them so that they commit their best work will be essential. Jammers shared their view that the first step toward embracing this new model is to end the practice of different rules for employees versus other contracts. As organisations become more sophisticated in their engagement approach they will need to consider how to embrace the full identities of non traditional workers in the same way as employees.



CONCLUDING REMARKS

The employee engagement challenge has grown more complex with globally connected workers who have increasingly diverse backgrounds and work arrangements characterising the talent pool. Organisations however, have an increasingly wide range of tools at their disposal to meet this challenge, from more sophisticated understandings of identity and brain reactions to insights from Big Data. Here are three of the key trends from our the research on Engagement 2.0:

NEGOTIATING IDENTITIES AT WORK

The distinction between work and non work identity was perhaps always overstated. In recent years, however, this separation has become increasingly unworkable and undesirable:

Engaging the Whole Self: Creative organisations are increasingly dependent on the willingness of their workforce to volunteer their best ideas for the benefit of the organisation. This can only happen if each person is able to access the creativity that stems from the many work and non work facets of their identity, bringing to bear their whole self.

Inclusionary Preferences: The extent to which a person is willing and able to bring their whole self to work depends on the interplay between their employer's inclusionary preference and their own. An employer may signal an inclusionary preference by providing creche facilities for working parents. Likewise, they may signal an exclusionary preference by mandating inflexible working hours.

Space for Self Expression: Each person in an organisation has a unique preference for the extent of their non work identity they wish to bring into the working environment. As such, organisations should provide the space for people to express as much of their identity as they choose, accepting that some may be more conservative than others.

RESPONSIBILITY FOR ENGAGEMENT

Engaging a diverse, global workforce requires coordinated efforts across the business. Each person in a team has a role to play:

Everyone's Role: Effective engagement requires organisations to go beyond policies and perks to help people connect on a personal level. As such, engagement cannot be the sole domain of a central HR function, but must instead be everyone's responsibility.

Crafting Your Engagement Journey: With increasing numbers of freelancers, contractors and portfolio workers in the workforce, responsibility for engagement will increasingly be down to the individual. New tools such as Big Data analytics can help individuals understand their own performance and engage in enhancing their skills and connection to the organisation.

Line Manager as Coach: While responsibility for engagement is distributed throughout the organisation, there exists a wealth of research on the continued importance of line managers in motivating workers. In future, managers will be required to take on a coaching role, helping their teams develop and connect with the business.

BIG DATA'S BIG PROMISE

Big Data has the potential to transform organisation's understanding of customers, employees and the wider talent ecosystem, but is not without its challenges:

Understanding Behaviour: Big Data analytics promises to enhance organisations' understanding of employee behaviour and to use that to predict performance.

Transparent Intentions: One of the key challenge in realising the promises of Big Data is doing so while maintaining the trust and goodwill of workers who may be concerned about privacy.

Balance and Intuition: The hype around Big Data has inspired psychologists including Dan Goleman to remind us of the value of human intuition in decision making. Achieving a balance between data and intuition will be an important challenge for businesses in future.

We look forward to exploring these emerging insights as we look ahead to our next FoW themes.

NEXT IN THE SERIES

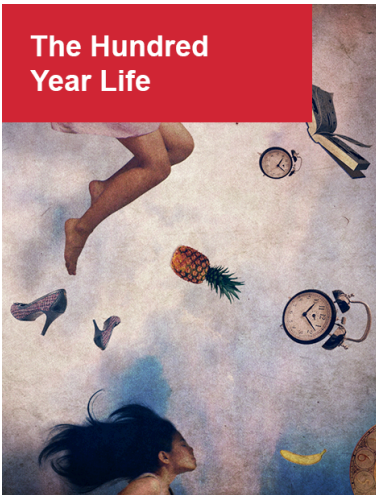
Resilience and Purpose



PERSONAL RESILIENCE | TALENT RESILIENCE | INTELLECTUAL RESILIENCE | LEADERSHIP RESILIENCE

By 2030, we can expect the business environment to be ever more interconnected, unpredictable and volatile and the consequences of external events more substantial. As a result, the future of work will be defined by the ability to deliver not only short-term profit, but also long-term stability. This will depend on managing foreseeable risks, unforeseen or unexpected circumstances, through an organisational resilience approach. Resilience can best be understood through insight, interpretation and development of complex and dynamic systems, and the capability to anticipate key events from emerging trends, to constantly adapt, and to recover from setbacks.

The Hundred Year Life



INTANGIBLE ASSETS | MAINTAINING MOMENTUM | PORTFOLIO LIVES | NEW LIFE STAGES

Current projections suggest that, if you live healthily to 60, you will most likely survive until you are 100. In this context, organisations must reappraise what a working life means. There may be times when we will be working at full capacity. Other times we will work hard at acquiring the specific skills needed to launch our career successfully or to create the foundation for a portfolio career. Not forgetting that between each stage we will likely be looking for a few years break – for rejuvenating, refreshing and updating skills, and gaining new perspectives. Organisations must be quick to adapt to this new reality if they are to attract talent across an increasingly diverse workforce.

ADDITIONAL RESOURCES

For more information on Employee Engagement 2.0 and all our other key Future of Work themes, visit the library at www.fowlab.com/library. Here you will find a range of Reports, Case Studies and Hard Facts as well as information about other FoW member companies with whom you can connect.

The screenshot displays the FoWlab website library interface. At the top, there is a navigation bar with the 'FUTURE ofWORK' logo and a menu containing icons for Forum, About, Search, Jams, Library, News, and Statistics. Below the navigation bar, the main content area is divided into several sections:

- FEATURED ARTICLES:** This section highlights three articles: 'Transparency at Buffer', 'Anticipatory Shipping at Amazon', and 'Staffing on Demand at oDesk'. A 'Case Studies' sub-section is also visible, featuring 'Staffing on Demand at oDesk' with a star rating of 0.
- MOST VIEWED:** This section lists three popular articles: 'Gamification at Knack', 'Presentation: Engagement Keynote', and 'Transparency at Buffer'.
- LATEST FROM THE LIBRARY:** This section displays a grid of articles, including 'Toolkit: CSM Engagement Animations', 'Case Study: Anticipatory Package Shipping at Amazon', 'Presentation: Engagement Keynote', 'Case Study: Bamboo Culture at Akram Khan Company', 'Themes and Provocations 2013', 'Case Study: Transparency at Buffer', 'Case Study: Open Source Innovation at AT&T', and 'Themes: Engagement 2.0: Introductory Research'. Each article card includes a title, date, star rating, and a list of tags.
- MY FAVOURITES:** This section is currently empty.
- SEARCH:** A search bar is provided with the placeholder text 'Type here to begin search...'. Below the search bar, there are sections for 'THEMES' and 'TYPE'. The 'THEMES' section lists various themes like 'The Hundred Year Life', 'Resilience and Purpose', 'Engagement', 'New Ways of Working', 'Business and Society', 'Future Talent', 'Organisational Agility', and 'The Five Forces'. The 'TYPE' section lists 'Case Studies' (69 items) and 'Hard Facts' (30 items).



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