



知享会

HR Excellence
Center

Visiting us at  www.hrecchina.org



Engagement Practice



Content 目录

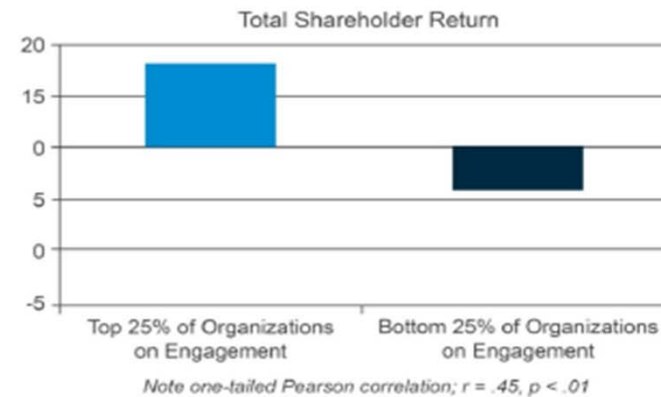
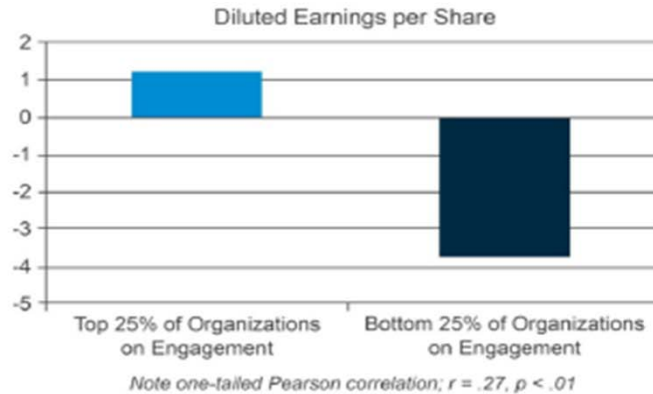
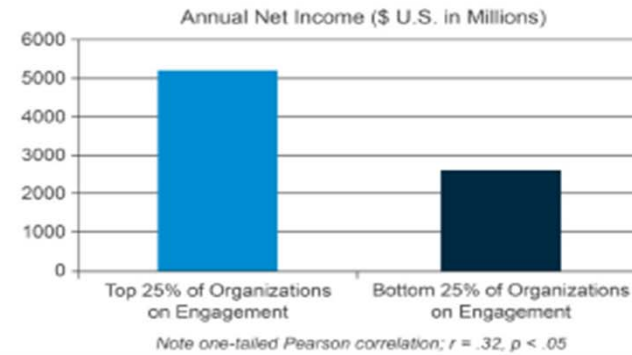
- Who We Are 我们是谁
- Engagement Practice Overview 员工敬业度实践纵览
- Engagement – Impact to Business 员工敬业度对运营的影响
- Engagement Tools to Drive Action 通过敬业度工具来促进行动

Engagement Practice Overview

员工敬业度实践纵览

Why Do We Care About Engagement? 我们为什么关注员工敬业度？

- WorkTrends™ studies document the engagement and business performance relationship
- They are among the first to examine the relationship across industries and countries



Source: WorkTrends™, an ongoing study of employee opinions in 22 countries, Kenexa Research Institute

Caterpillar's Definition of Engagement 我们如何定义敬业度

Engagement is ...“An employee's commitment, work effort and desire to stay.”

员工敬业度是...“员工对所在组织愿意付出承诺，工作投入以及留任的程度。”

Organizational Perspective 组织观点



- persistent, proactive, and adaptive behavior aligned with organizational goals and values
与组织的目标和价值观保持一致，坚持，主动并富有适应力的行为

Employee Perspective 员工观点



- it is feeling energized, absorbed, and involved in one's role with the company
对自己在企业内的角色高度参与，专心致志，充满活力

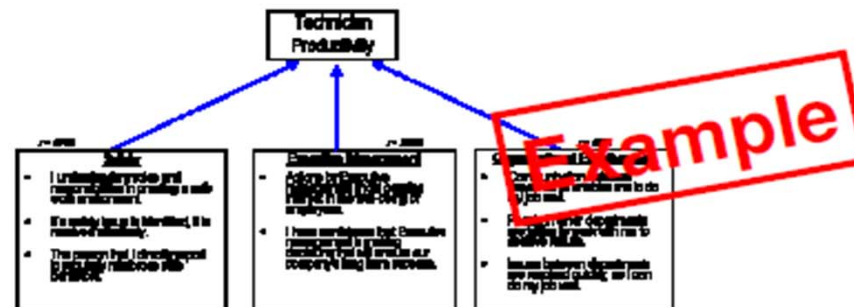
Two Drivers of Engagement – Rational & Emotional 理性&感性



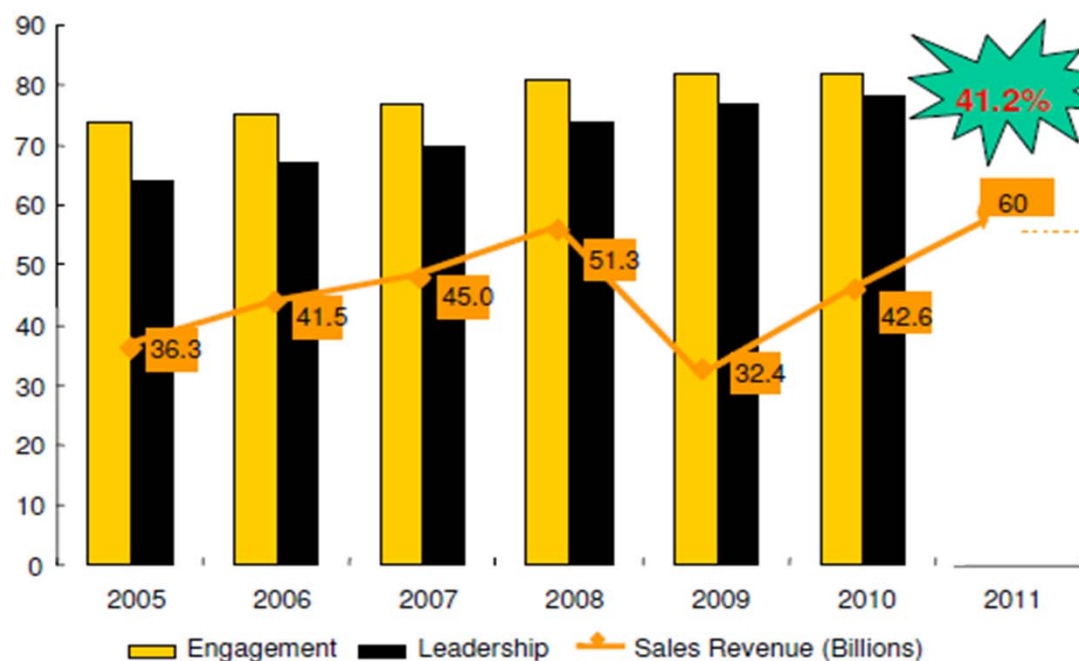
Engagement Impact to Business 员工敬业度对运营的影响

Can Engagement Really Make A Difference? 员工敬业度真的可以带来不同吗？

- Higher engagement = lower absenteeism, attrition, & grievances and higher safety, quality, productivity, and Caterpillar Production System implementation 较高敬业度=较低缺勤率，离职率和员工不满；同时，较好安全水平，质量，生产力和卡特彼勒生产系统的推广
- Business units can get credit for 6 Sigma projects that drive engagement 业务部门可以分享6Sigma敬业度项目所带来的收获
- Internal studies proved the correlations between productivity and engagement factors 内部调研证实了生产力与敬业度因素之间的相关性



Can Engagement Really Make A Difference? 员工敬业度真的可以带来不同吗?



2011-2015 Change

-2011-2015 Enterprise Strategy providing opportunity for many improvements in survey content

-Stronger need for survey to be seen as a continuous improvement tool and not as a scorecard

-Requests from divisions for increased flexibility of questions applicable to their business

来自参与公司的反馈 **Comments from Participants**

- ✓ “EOS流程不仅给了我们一个宝贵的工具来衡量员工敬业度，同时创造了一个和员工进行建设性的对话并进行针对性的变革的平台，使我们成为不仅仅是一个好的，而是一个伟大的地方工作” – Dave Edwards (Mustang CAT)
- ✓ “经理人已成为更有效的领导。EOS使领导人听取并让员工参与来解决问题，改善业务和集中于凝聚力” – Michael Lande (Quinn CAT)
- ✓ “我们已经看到了EOS信息的深度对每一个团队所带来的巨大的价值。通过与他们的团队进行预计结果的期望和行动计划，员工和经理都有机会，每年创造更好的工作关系和团队动力。” – Lyle Toop (OEM Remanufacturing)

Benefits of an EOS Process EOS 项目的好处



- ✓ Companies with high levels of employee engagement, operating income improves by 19% over 12 months. On the contrary, companies with low levels of engagement operating income declines 33%. 高员工凝聚力的公司,一年之内营运收入能够提升19%;相反地,低员工凝聚力的公司,一年之内营运收入会下降33%。 - *Towers & Watson* (Nov. 2010).
- ✓ Actively disengaged employees erode an organization's bottom line while breaking the spirits of colleagues in the process. Within the U.S. workforce, Gallup estimates this cost to be more than \$300 billion in lost productivity alone. 极端不敬业的员工会侵蚀一个组织的利润同时会影响其他同事的士气.在美国的员工, Gallup预计这所带来的成本, 仅仅是降低工作效率一项就超过三百亿美金。 - *Gallup* (Sept. 2011).
- ✓ Engaged organizations have 3.9 times the earnings per share (EPS) growth rate compared to organizations with lower engagement in their same industry. 在同一行业内, 员工凝聚力高的组织比凝聚力低的组织每股收益 (EPS) 要高出3.9倍- *Gallup* (Sept. 2011).

Engagement Tools to Drive Actions 通过敬业度工具来促进行动

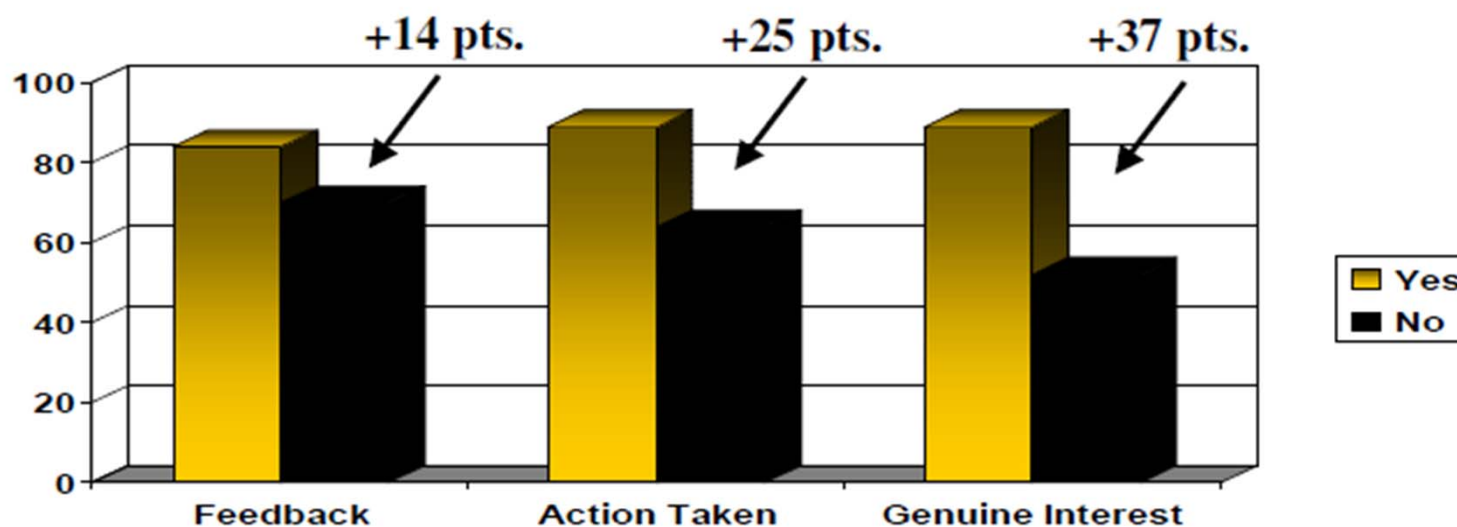
What Does Our EOS Measure? 15 Indices

我们的员工意见调查衡量什么？ 15项指数

- Growth and Development
- Accountable for Results
- Engagement
- Teamwork
- Values
- Inclusion
- Customer Focus
- Quality
- Sustainable Development
- Safety
- Officer
- Strategy & Execution
- Compensation
- Leadership
- Caterpillar Production System

Leaders Play A Critical Role 领导者扮演关键角色

Impact on Commitment, Work Effort and Desire to Stay
影响员工承诺，工作投入和留任意愿



Tools to Drive Actions and Sustain Success

促进行动，保持成功的工具



6-step Standard EOS Process 标准的6步EOS流程

- Survey and reports available in 17 languages 可提供17种语言的调查问卷和报告
- Questions closely tied to company strategy 调查问题与公司战略紧密相联
- Action Planning Web site with best practices sharing 行动计划网站可以分享最佳实践
- Monitoring system to hold leaders accountable 通过跟踪系统确保主管在流程中尽职尽责
- Strategic consulting, learning and coaching to support leaders improve workgroup engagement 提供战略性的咨询，学习和指导 帮助主管提高团队的敬业度

6-Step EOS Process 6步EOS流程

6 Step EOS Process



Feedback Meeting Agenda

It is important to share your results with your employees within the first 2 to 4 weeks after you have received your reports. Employees who receive feedback on survey results had engagement scores that are significantly higher than those who do not receive feedback. We recommend that you conduct small group sessions (fewer than

8. I am personally motivated to help our company be successful. - Dealer Overall (Dealer Overall) - 4428 - Rollup - 90

Focused Listening Question:

What motivates/demotivates you to help the company be successful? What actions have you taken that show you are personally motivated to help our company be successful? Do you feel that there are obstacles that threaten your ability to help our company's success? If so, what are they? Talk about your needs and the satisfaction you derive from your work. What obstacles do you face that drain motivation from you at work? Why are you personally motivated to help our company be successful?

Example

Notes:

24. I am informed on a timely basis about major developments and decisions that affect me. - Dealer Overall (Dealer Overall) - 4429 - Rollup - 62

Focused Listening Question:

How do you prefer to learn information about decisions that affect you? What information do you need that you are not receiving? Do you have a clear understanding of what is expected of you? What could be done to make these expectations clearer?

Notes:

Accountability Matrix & Tools/Technology

主管责任矩阵，工具和科技

All Leaders

1. 2009-11 Goals led to 11 reported A/F/A Matrix accomplishments
2. Active use and documentation of Action plan on LOG All website
3. Active participation in 1 action planning workshop session
4. Meet or exceed specific deliverables and timelines for
 - A. Strategic initiatives with employees NOV 1/09
 - B. Developing Action Plan (1-4 items) DRAC 7th
 - C. Developing Action Plan CCC 7th
 - D. 11 weeks worth of action items for employees
 - E. **Contribution** - making "low vision data?" and action if necessary

Specific Leader Responsibilities

NAME	ORGANIZATION	Score in %
A		
B		

Survey Response Rate

Description	Paper Returned	Fax Returned	Web Returned	Total Returned
Human Services Division (SC E				
Col. University (DI, Vance)				
Compensation & Benefits (J				
Engagement, Talent & Adv				
Corporate Medical (SI, Gold				
Corporate Public Affairs (T				
HR Shared Services (HR, HR)				
HSD				
HSD				
HSD				
HR Shared Services (HR, HR)				
Global Services Sourcing (J				
Total				

Example


DRIVE ACTION

My Reports | Share Results & Take Action | Track Progress

My Organizational Statistics

Login Detail

740



1,309

Logged In Not Logged In

Action Plan Detail




Complete: 23, In Progress: 2029, Not Started: 0

Complete In Progress Not Started

Feedback Agenda Statistics

1,993



95

Generated Not Generated

Overall Information

Users in Team: 2040

Users Assigned to orgUnit: 2

Users Without Action Planning ability: 1

What We Learnt about Engagement? 我们的体会 Commitment! 承诺!



- Active Senior Management Involvement In Entire Process ... Not A Delegated Project 领导者在整个过程中的充分参与，直接影响团队的敬业度
- Must Manage Higher Employee Expectations For Timely Feedback and Tangible Actions Being Taken
一定要管理员工的期望值，促进员工敬业度需要持续地进行双向沟通/反馈并采取可以很快看到效果的行动
- Tools/technology and resource available to enable leaders tracking/improving engagement 向主管提供工具，科技和资源，帮助他们跟进并提高员工敬业度
- Business will eventually earn its credit from highly engaged workforce 高度敬业的员工群体终会为企业带来回报