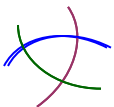
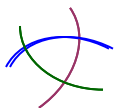

Post Recession: Igniting Employee Passion

Isabel Graf, Ph.D.
Insights2Talent

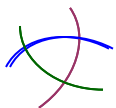


Before 2008

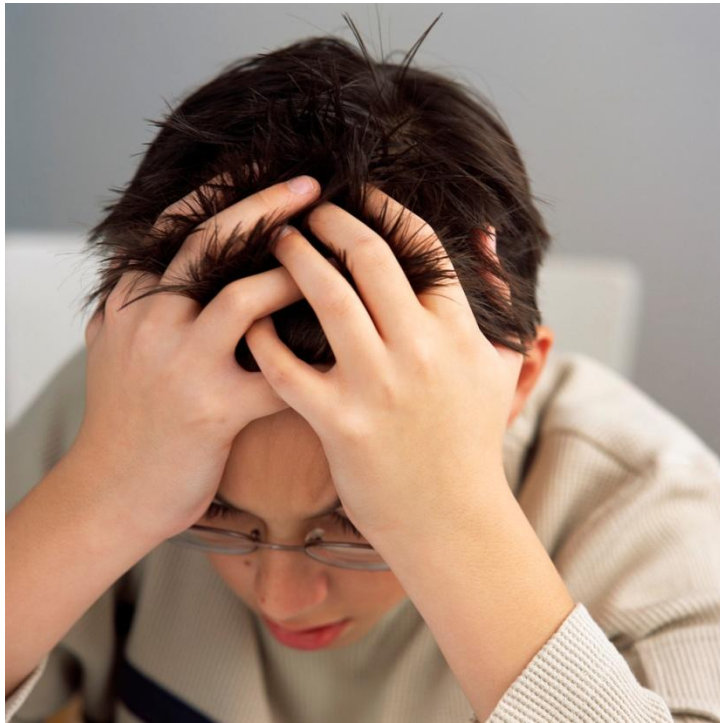




The Great Recession



What Are Employees Feeling?



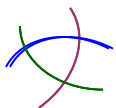
Retention Strategies?



The Three Rs

Employers are still:

- Restructuring jobs to increase efficiencies
- Redeploying employees to jobs where there is a greater need
- Reducing headcount





How Committed Are Employees?

Many Employees Are
Along For the Ride

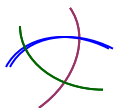




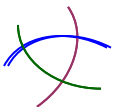
Productivity Suffers

What is the annual cost of lost productivity in the US?

- \$287 to \$370 Billion



Inspiring Passion: Mission, Vision, Values



Passion

- Happiness:
 - Pleasure
 - Flow
 - Meaningfulness
- Passion – combination of flow and meaningfulness



Passion

If there is any difference between you and me, it may simply be that I get up every day and have a chance to do what I love to do, every day.

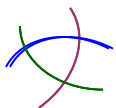
– Warren Buffet



Passion

How could someone actually find joy in cleaning toilets for a living? What counts was the emotional connection she created with her fellow employees and our guests. And what gave her inspiration and meaning was the fact that, actually, she was taking care of people who were far away from home. Because Vivian knew what it was like to be far away from home.

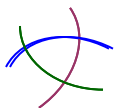
– Chip Conley, CEO, Joie de Vivre



Passion

... they saw a real-life example that it was actually possible to run a values-based company that also focuses on everyone's happiness. They saw that it wasn't just a theory, that there was a way to combine profits, passion, and purpose.

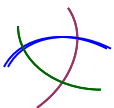
– Tony Hsieh, CEO, Zappos.com, Inc



Passion

I think when people say they dread going into work on Monday morning, it's because they know they are leaving a piece of themselves at home. Why not see what happens when you challenge your employees to bring all of their talents to their job ...?

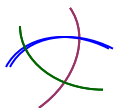
– Christa, Zappos.com Recruiting Manager



Passion

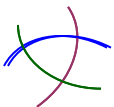
Passion about work

- Work gives me pleasure
- I appreciate the pleasure and savor the good things - celebration
- It is meaningful to me
- The company's mission is meaningful to me
- The company's values are aligned with my values
- When I am doing my job, I get into the “flow”

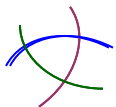


Mission, Vision, Values

Do they inspire **PASSION**?



Igniting Passion

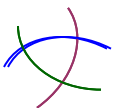




Ignite Passion

What truly provides satisfaction is having a meaning and purpose in life, which is doubly important in the midst of this current economic nightmare.

– Todd Kashdan, Professor, George Mason University



Ignite Passion

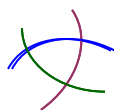
Organizations that survive in recessions and thrive during recovery will have leaders who consistently offer employees both economic well-being and an abundance of meaning and purpose.

- Dave Ulrich & Wendy Ulrich, *The Why of Work: How Great Leaders Build Abundant Organizations That Win*



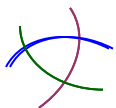
Ignite Passion

- Change Management
- Communication and Feedback
- Strengths
- Happiness
- Gratitude
- Social Support



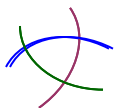
Change Management

- Help employees adapt to the current situation and focus on future possibilities
- Communicate with employees, giving them honesty about the present and hope for the future



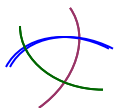
Communication and Feedback

- Conduct an ongoing dialogue between management and employees
- Provide feedback on the dialogue
- Take leadership actions



Communication and Feedback

- Reward success and effort
- Relate successes back to company's mission, vision, and values
- Give feedback for employees to learn



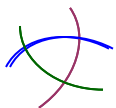
Strengths

- Align employees' strengths and passions with the company's mission and with their work



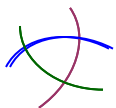
Happiness

- Enhance employee's happiness
 - Find pleasure in the work and **savor moments**
 - Find meaning in their work
 - Provide challenging assignments where they can experience “flow”



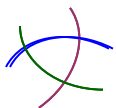
Gratitude

- Managers express gratitude and appreciation to employees
- Employees express gratitude



Social Support

- Create positive work environments
- Create opportunities for employees to build relationships with others



Passion?

