



Leveraging Employee Confidence During Economic Downturns

Moving Forward: Understanding The Employee Experience
OV Conference, September 10th and 11th, 2020



The Presenter



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30 + years consulting

Previously CEO of Parkside Associates, Radicalogic Technologies & partner with Metrus Group

More than 20 peer-reviewed publications

Co-author of *Hidden Drivers of Success: Leveraging Employee Insights for Strategic Advantage* (2013 – with William Schiemann & Brian Morgan)

A close-up photograph of a child's hand reaching towards a collection of colorful crayons scattered on a light-colored wooden floor. The hand is positioned on the right side of the frame, with fingers slightly curled as if about to pick up one of the crayons. The background is softly blurred, showing more of the wooden floor and a hint of a white fabric sleeve. The overall lighting is warm and natural.

The *choices* we are making
for our organizations will have
lasting *consequences*

Affecting how *Aligned* employees feel with the company,
the *Capabilities* to meet customer expectations,
their *Engagement*, and *Confidence*

Choices and Consequences

	Impact on Employees 1 Year Later		
	Alignment	Capabilities	Engagement
Responding with layoffs, mandatory budget cuts, or hiring freezes	Moderate negative impact		
Focusing on compensation: reduced pay, frozen pay, or reduced benefits	No impact		Moderate negative impact
Furloughs	No impact		
Cutting back on services to customers, or reduced services internally, between depts.	Strong negative impact		
Identified process changes to reduce costs	Strong positive impact		

So that is how choices we make now may play out.

But what does our current state tell us?
Are there any leading indicators?



Looking forward, we should consider Employee Confidence[©]

	Internal	External
Organizational	Effective management and business processes, financial discipline	Strong, attractive products/services, competitively well positioned
Personal	Job security, future prospects, skill development (a good place to be from)	Career security, transportable skills, opportunities elsewhere

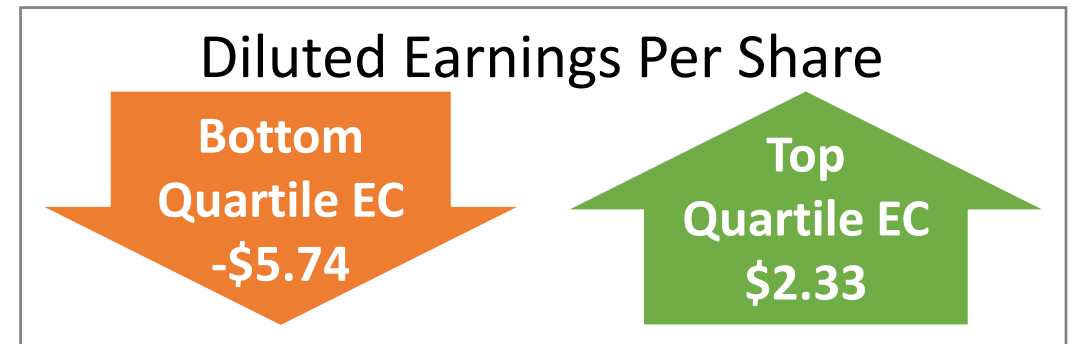
Employee Confidence is a leading indicator

At the macro level:

- Aligns closely with GDP across countries
- Predictive of unemployment 3 and 6 months later

At the company level:

- Indicative of future performance



At the individual level:

- Employees with High Confidence are 2x to expect to stay 5+ years

Employee Well-being and Business Resilience Survey

Released early April, 2020

Free to any organization

Measures:

- Company response to pandemic

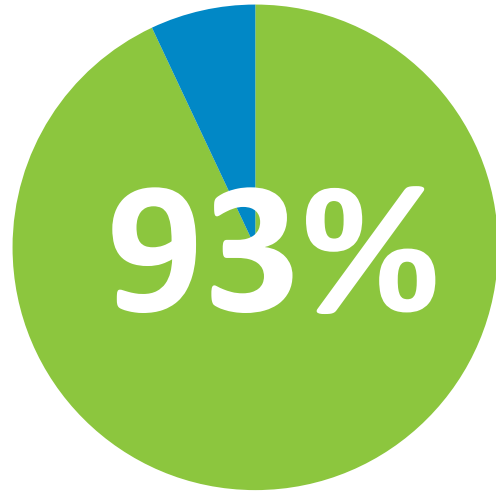
- Communication effectiveness

- Ability to work/collaborate

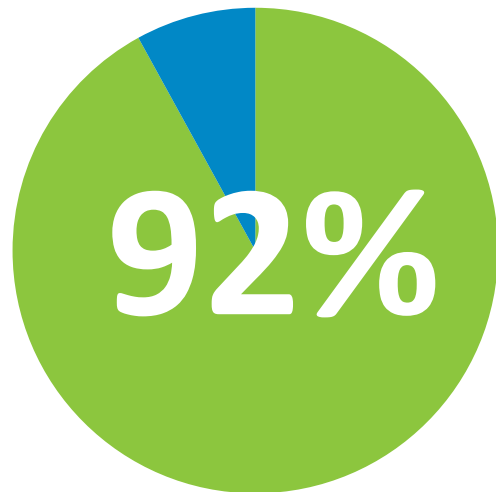
- Confidence in the future

Over 60,000 responses in April/May

Organizations' response to the crisis

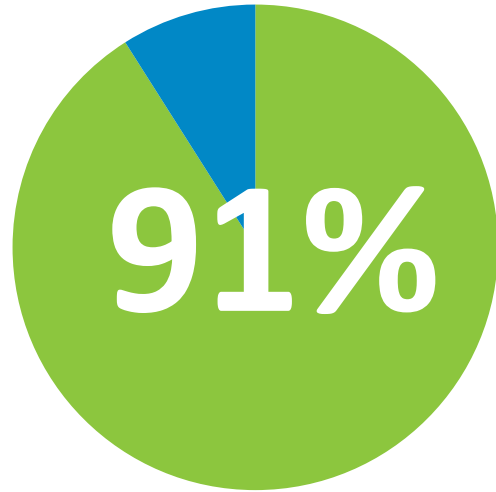


Said that senior leaders *responded quickly*

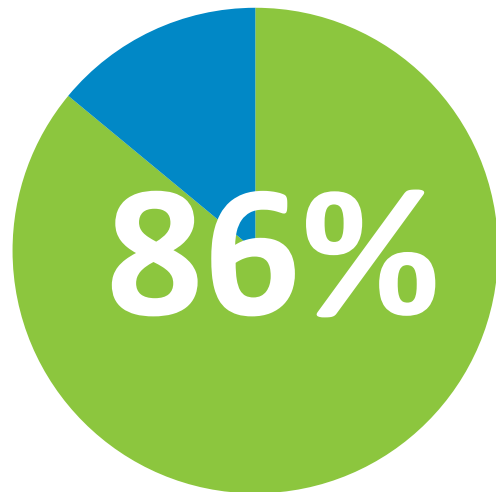


Felt the organization's response had been *effective*

Organizations' response to the crisis



Believed senior leaders *prioritized* employee/family health and safety



Rated senior leader communication as *transparent and open*

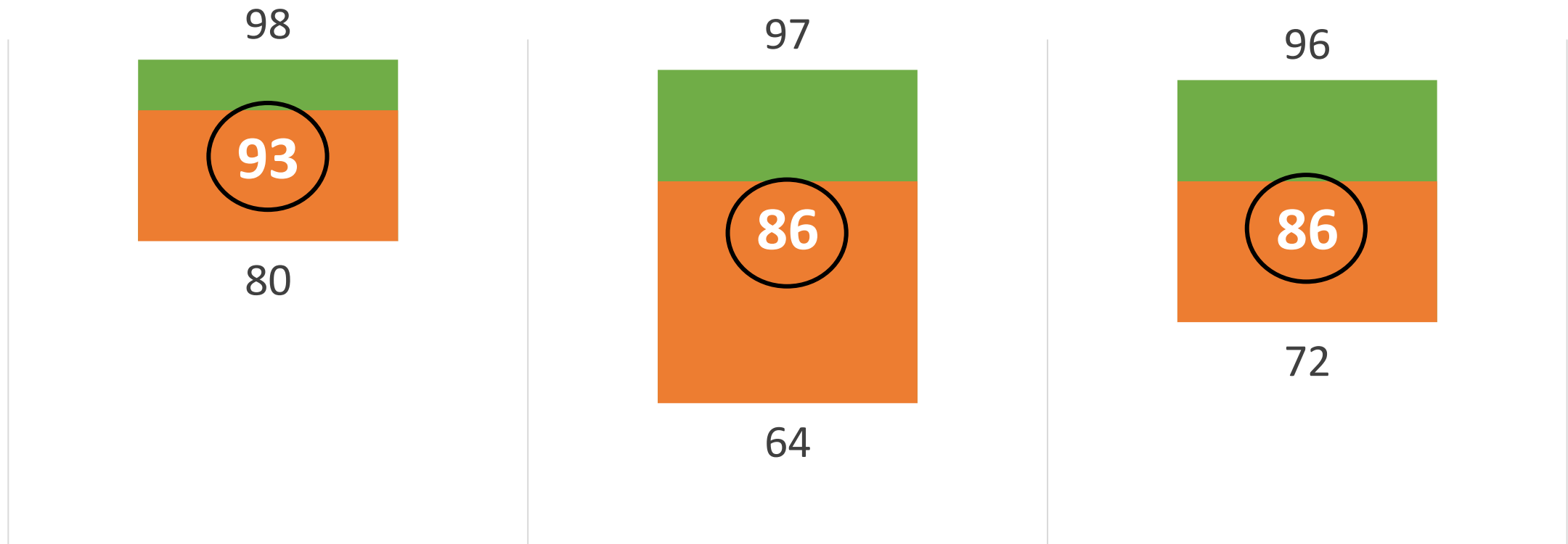


100%

Range across companies

58%

Ability to work and collaborate

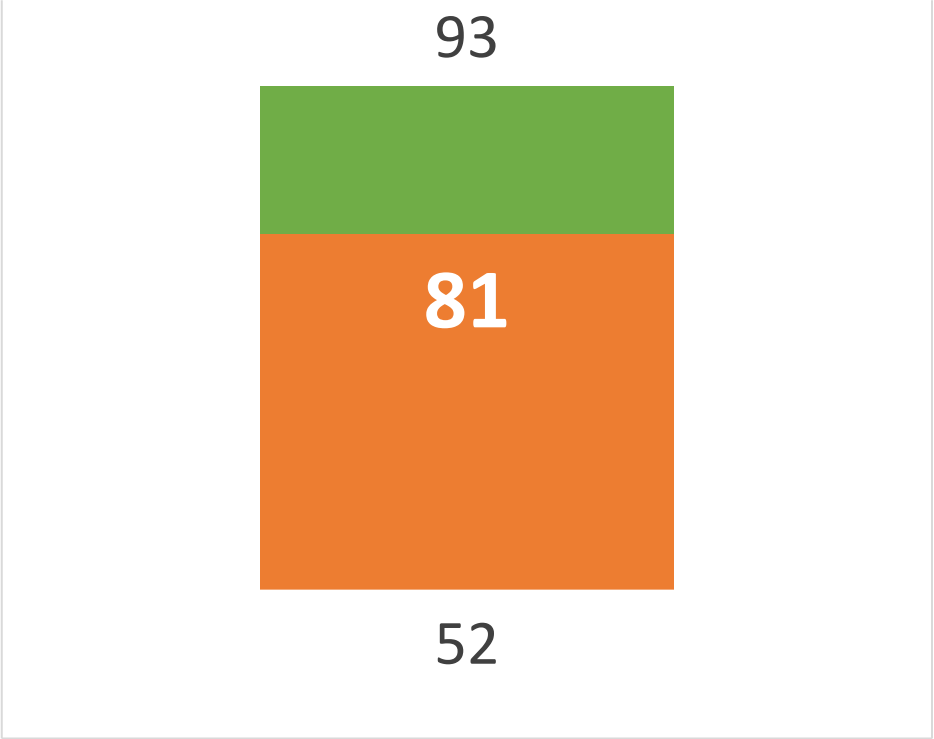


My team is effectively adapting how we work in response to the current crisis.

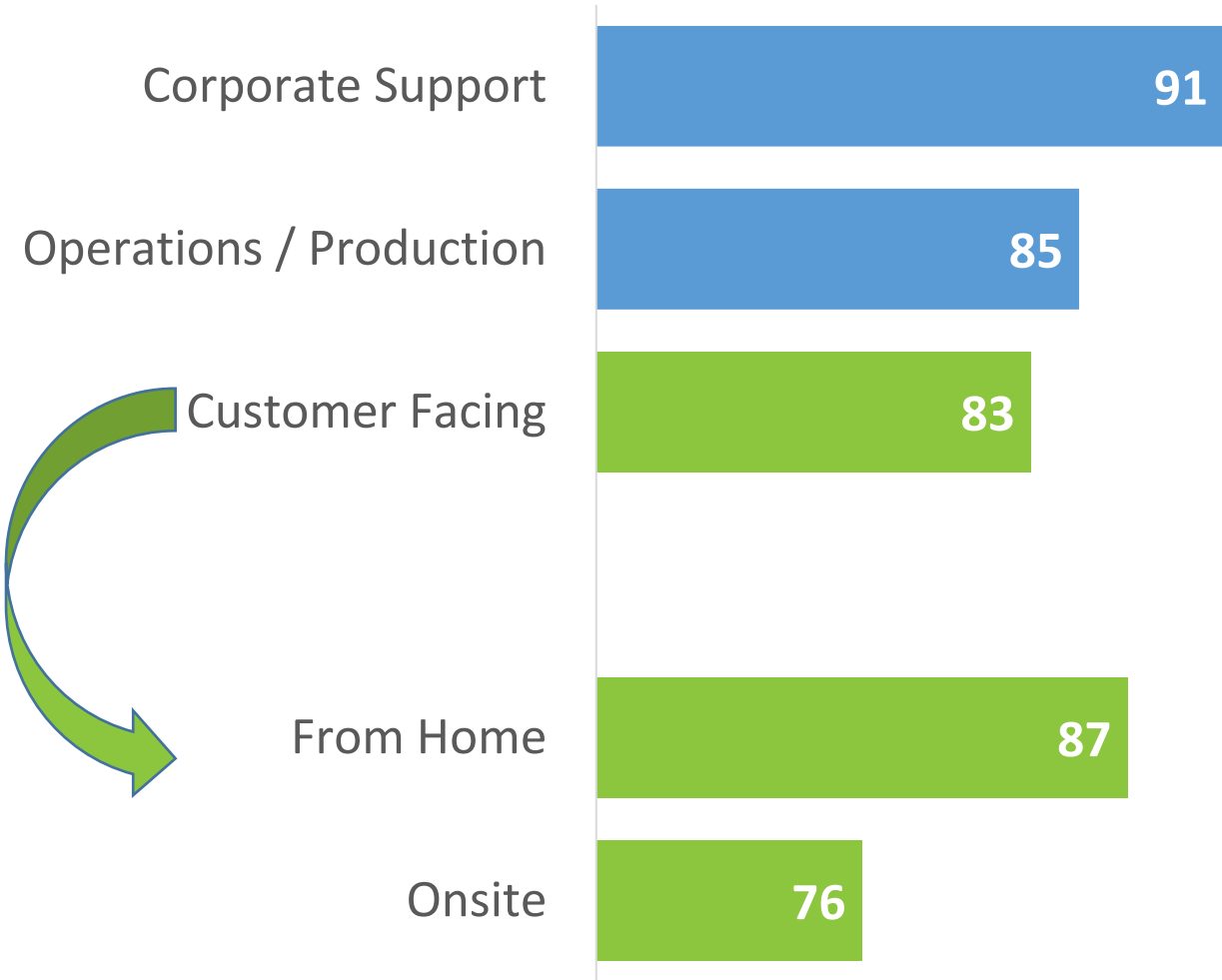
I have the tools and resources to effectively do my work.

My coworkers are able to collaborate effectively during the current crisis.

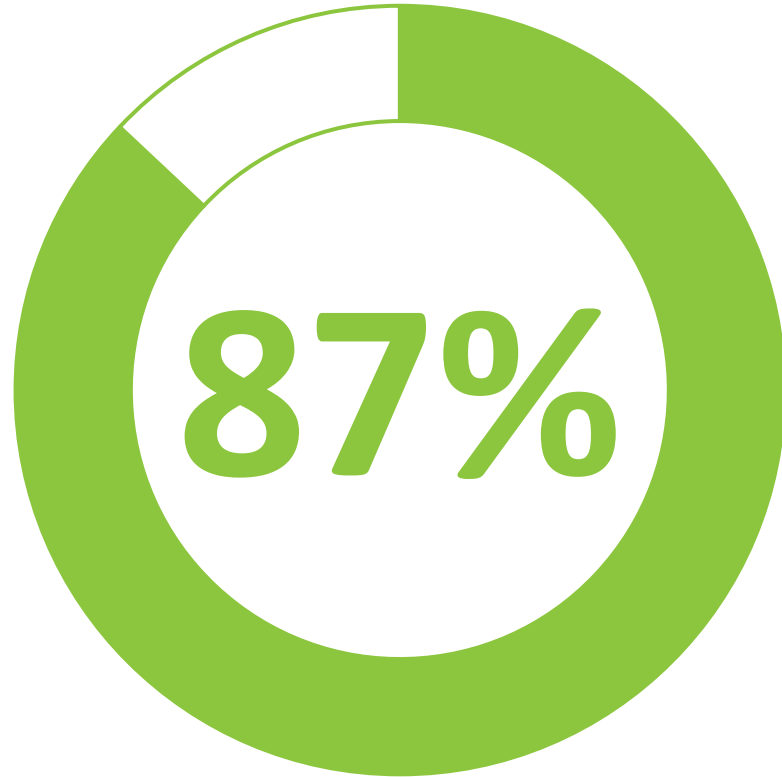
Balancing work and personal demands



I am able to effectively manage my work and personal demands during this time of crisis.



Future outlook



Said that despite the current uncertainty, they were *confident* in their organization's future.

Leveraging Employee Confidence

Ensure clarity of messaging

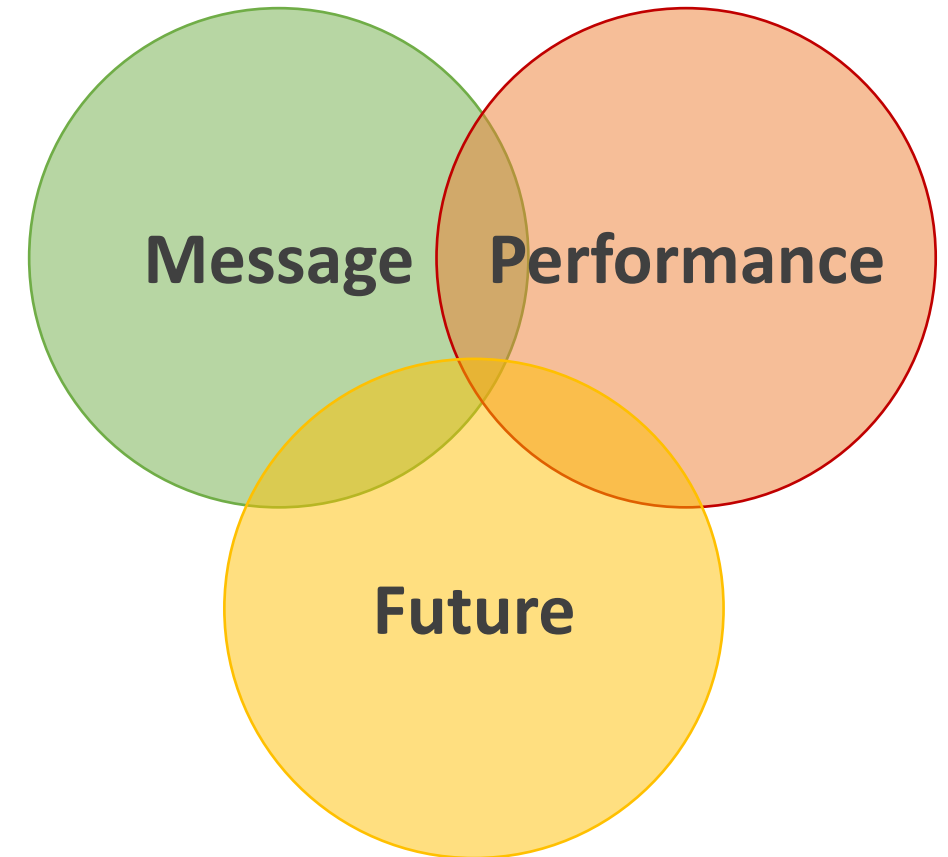
- Explain actions being taken
- Help people envision the “new” organization
- Be consistent on new ways of working
- Describe future business plans & strategy

Enable Performance:

- Invest in those who remain, develop, build skills, train

Envision the Future:

- Describe future full of promise for employees
- Describe their potential roles in that future
- Encourage participation in inventing the future



Thursday, September 10th (all times EDT)

- 11:00-11:30 Managing People In 2021 and Beyond
- 11:45-12:45 Creating Impactful Diversity and Inclusion Programs
- 1:00-1:30 Implementing a Mental Health Program in your Organization
- 2:00-2:30 Leveraging Employee Confidence During Economic Downturns
- 2:45-3:15 **It's Time for a New Playbook: Leadership Lessons for COVID-19 Recovery**
- 3:30-4:00 **Delivering Feedback that Inspires and Motivates your Remote Team**
- 4:30-5:00 **What the Heck Are Your Employees Thinking These Days – And Why You Need to Care**

Friday, September 11th (all times EDT)

- 11:00-11:30 **Re-Onboarding a Pandemic Workforce**
- 12:00-12:45 **What? An Agile Performance Management Upgrade?
An Employee-Led Hack at PepsiCo**
- 1:00-1:30 **How to Build the Anti-Racist Organization**
- 2:00-2:30 **Listening During Times Of Crisis**
- 3:00-4:00 **Crafting The Executive Message In Today's Survey Results**
- 4:00- ? **Social**

Free survey suite available at OrgVitality.com

A full line of free pulse surveys designed by OrgVitality consultants to help employees and organizations through the universal challenges of 2020 including:

- Employee Well-Being
- Readiness to Return
- Re-onboarding
- Workplace safety
- Work Processes
- Virtual Teams
- Anti-Racist Survey
- And more

Visit orgvitality.com to sign up for access to our free suite.



Connecting Employees and Organizations

At OrgVitality, we are experts in designing projects that are linked to **strategy**, generate useful **insight**, and drive positive **action**. Now, more than ever, organizations need to listen to and learn from their employees.

We can help.



Surveys

- Strategic Employee Surveys
- Pulse/Continuous Listening
- Lifecycle
- 180 and 360 assessments
- Internal Customer Experience

AI-Driven Action Tools

- Action Prioritization
- Nudges
- Comment Analysis

Thank you