



# Moving Forward: Understanding The Employee Experience

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VIRTUAL CONFERENCE  
September 10-11, 2020



## **Thursday, September 10<sup>th</sup>** (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 11<sup>th</sup>** (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**



# Managing People In 2021 and Beyond

Understanding The Employee Experience  
OV Conference, September 10<sup>th</sup> – 11<sup>th</sup>



# The Presenter



Jeffrey Saltzman, MA  
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Adjunct at Binghamton University SOM  
35 + years consulting

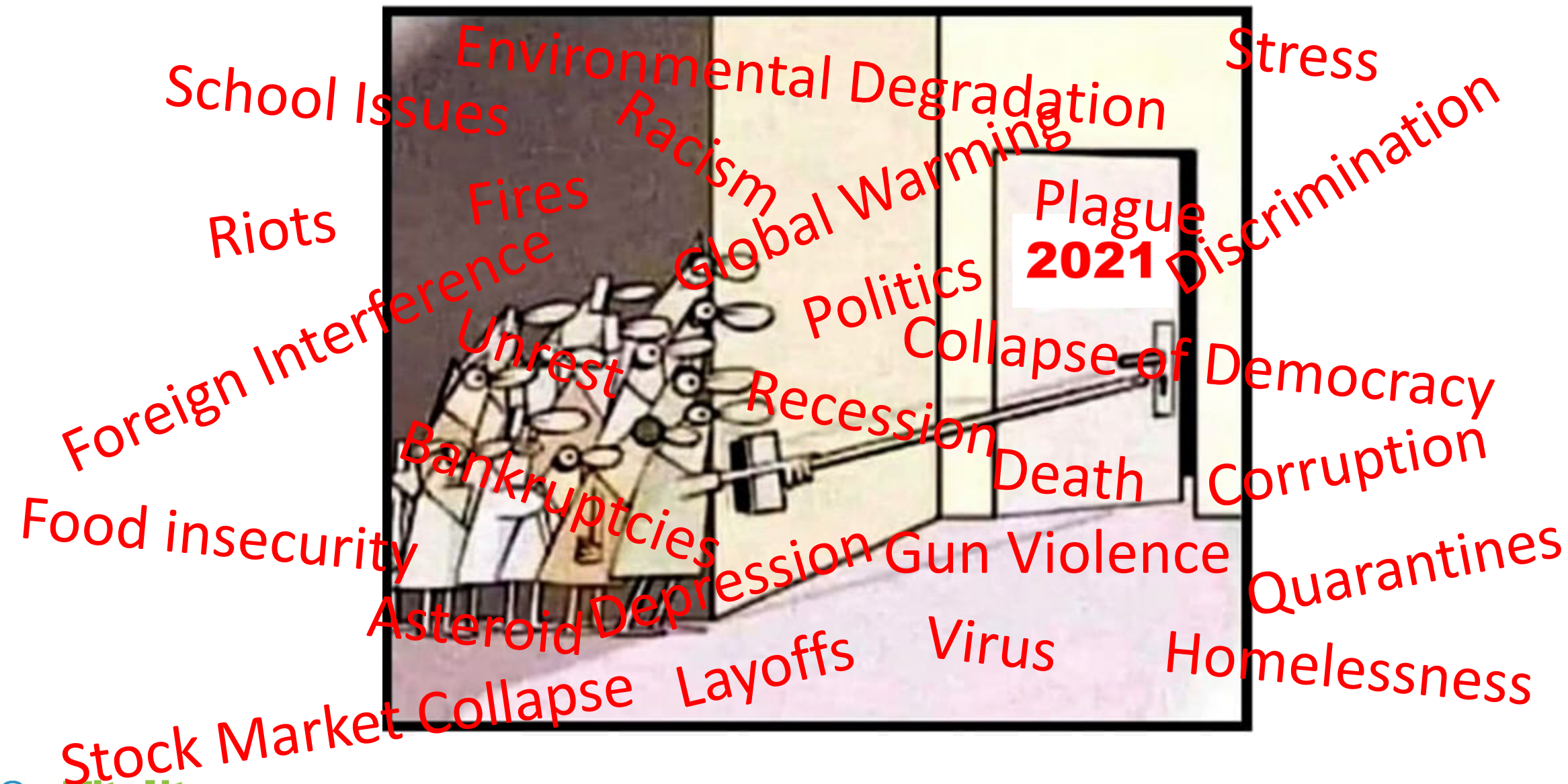
Author of the following books/chapters:

- Lifecycle Surveys: Individual and Organizational Journeys. In Employee surveys and sensing: challenges and opportunities. (2020 with Victoria Hendrickson and Scott Brooks) Oxford University Press
- Creating the Vital Organization, Balancing Short-Term Profits with Long-Term Success (2016 – with Scott Brooks)
- Strategic Surveying in the Global Marketplace (2010), appearing in Going Global (with Scott Brooks)
- My Jeans are Irregulars (2009)
- Five Global Truths (2008), appearing in Building High Performance People & Organizations (with Jeff Jolton)
- Well, I Don't Think that is Going to Grow Back (2008)
- A Moose in the Distance (2007)



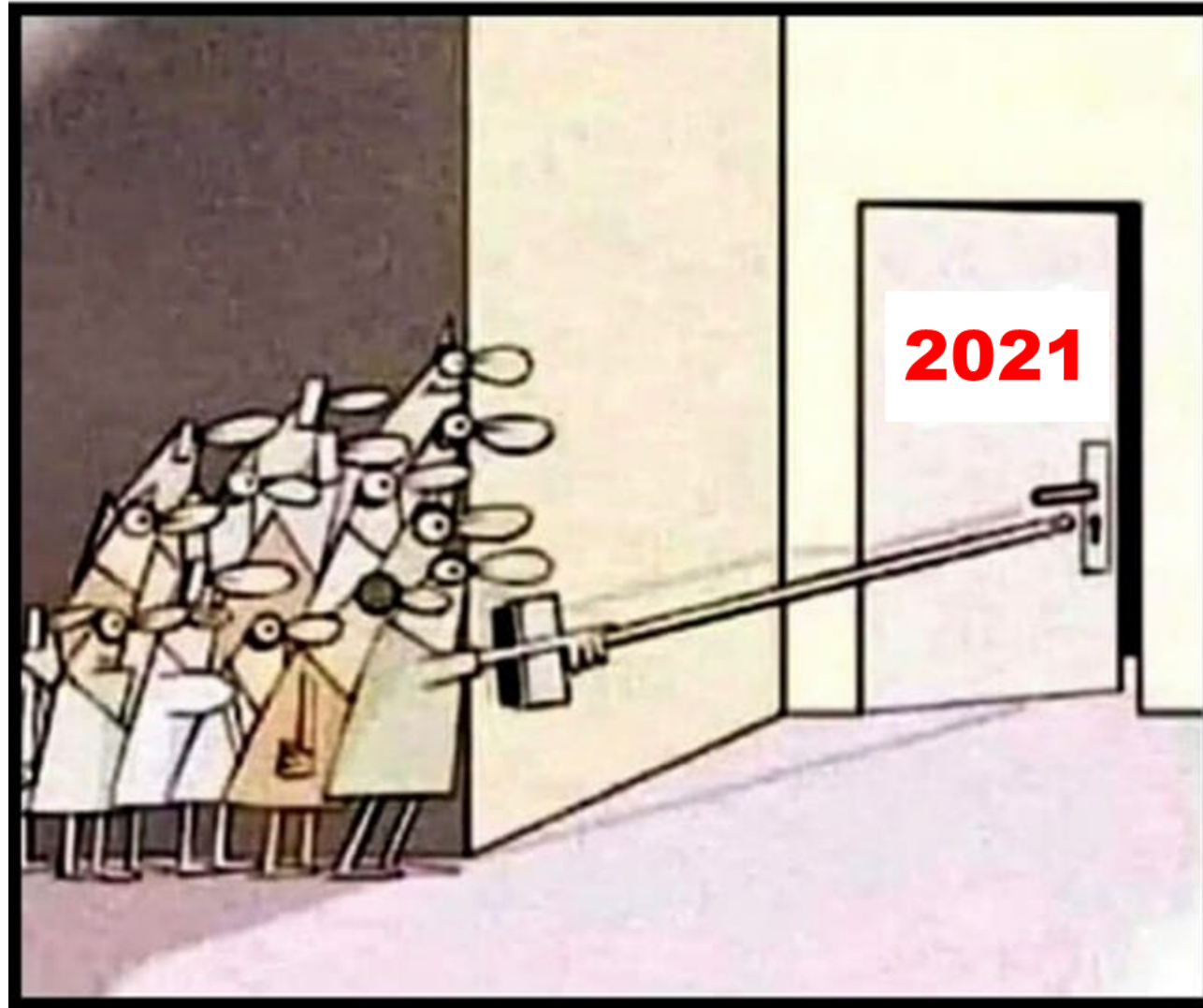


# Do we really want to look?



# Do we really want to look?

Increased Stress/Anxiety  
Increased Uncertainty  
Increased Mental Illness  
Increased Health Issues



Lowered Productivity  
Lowered Work Performance  
Lowered Customer Sat  
Lowered Profits

# Organizational Characteristics that will Stand you in Good Stead

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A focus on the Here and Now to get to the Future

## Internal Areas of Focus

- Employees
- Leadership
- Processes

## External Areas of Focus

- Customers
- Service
- Offerings

Brooks, S. & Saltzman, J., *Creating the Vital Organization, Balancing Short-Term Profit with Long-Term Success*, 2016, Palgrave Macmillan

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# Characteristics of Employees who can “Cope”

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## Attribute

- Openness
- Optimism
- Resiliency
- Agility
- Problem Solver
- Extraversion
- Personal Orientation
- Career Orientation

# Fundamentals and the Expression of the Fundamentals

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## Fundamentals

- Timeless expectations on the part of the employee

## Expression of Fundamentals

- How those expectations are executed upon

# Fundamentals and the Expression of the Fundamentals

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## Fundamentals

- Respect & Dignity
- Equity
- Understanding/Message
- Performance Enablement
- Achievement
- Future

## Expression of Fundamentals

- Flexibility in Scheduling/Decision-Making
- Pay/Benefits/Vacation Balance
- Company Goal Transparency
- Technology/Leadership
- Work Proceeds Smoothly
- Career Counseling/Skill Development/Sustainability/Job Security

# Fundamentals and the Expression of the Fundamentals

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“The children now love luxury; they have bad manners, contempt for authority; they show disrespect for elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents, chatter before company, gobble up dainties at the table, cross their legs, and tyrannize their teachers.”

— Socrates

# Fundamentals and the Expression of the Fundamentals

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## Current Environment

- Increased Stress/Anxiety
- Increased Uncertainty
- Health Concerns
- Economic Concerns
- Child Care Concerns
- Political Concerns
- Sense of Isolation/Loneliness



# Fundamentals and the Expression of the Fundamentals

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## Coping with Current Environment

- In uncertain and fear inducing situations, effective, trustworthy, decisive leadership, which points to a solution path is desired.
- The desire for information is insatiable, as information can reduce uncertainty. Open, honest, trustworthy communications are critical, as is giving information that is useful in reducing uncertainty.
- Employees want to hear the truth and they want to hear it from the CEO.
- Get people involved in solving problems, give them as much control as possible over their lives.
- Articulate a clear sense of purpose and what organization is doing to cope
- Provide assurance where you can

# Fundamentals and the Expression of the Fundamentals

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## To Do's

- Make sure leadership is visible and not hidden away in planning sessions.
  - Work towards creating a high trust environment.
- Communicate often, fully and honestly utilizing multiple channels.
  - You can't over communicate right now.
- Ensure communications is two-way. LISTEN and well as talk.
  - Make sure managers up and down the line are asking and listening.
  - Ask people regularly "How are you doing?, How are you REALLY doing?"
- Make sure people have what they need to work as effectively as possible.
  - Realize that they may be facing stresses and strains of which you are unaware.
- Make people feel safe while working.
- Implement solutions that staff has developed if possible.
- Articulate a clear sense of purpose and what organization is doing to cope.
- Provide assurance on company and personal future where you can.

# Final Point - The Power of Forward Momentum

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People are very positive when forward momentum is felt.

The sense that things are improving has a very powerful influence on attitudes and sense of well-being.

# 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](https://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



# About OrgVitality

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- Projects led by seasoned veterans
- Highly secure/robust infrastructure (SSAE16 Type 2 SOC 2 Audited Facility)
- Technology to execute efficiently, deploy expertise
- Unique combination of deep consulting expertise with broad organizational perspective
- Flexibility, focus on your goals
- Scientific grounding



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# At the Organizational Level

Employee Confidence<sup>©</sup>

**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

# Fundamentals and the Expression of the Fundamentals

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- Is there a “generation” that doesn’t care deeply about being treated respectfully?
- Who would not be deeply concerned at being laid off and not being able to find another job, except one at much lower pay?
- Who is uninterested in having competent leadership?

# Fundamentals and the Expression of the Fundamentals

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“They poison the mind and corrupt the morals of the young, who waste their time sitting on sofas immersed in dangerous fantasy worlds”.

-Jan 18th 2007, The Economist

