

LookingInward

Issue 3

FALL 2012



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Diagnosing the Health of
**EMPLOYEE BRAND
ENGAGEMENT**

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WANT TO GET AHEAD OF THE COMPETITION? EMPLOYEE ENGAGEMENT CAN LEAD THE WAY.



I am very excited about our fall issue of *Looking Inward*. In this issue we delve deeply into employee brand engagement and the impact employee behaviors have on customer experiences—both positive and negative. In researching this topic, we came across some significant facts. For instance, did you know that over 71% of US workers are not engaged in their jobs? Or that their lack of engagement negatively affects productivity to the tune of over \$751 billion? Can you imagine how much

better off our economy would be if we just cut that number in half?

In this year's Towers Watson Workforce Study, organizations with engaged employees showed a 19% increase in operating income for a one-year period, compared to a 34% decrease in companies with disengaged employees during the same time period. The impact is everywhere inside companies, from improving safety records and costs to lowering recruitment costs and retaining staff. And the list goes on and on.

Employee brand engagement is an important business imperative, yet corporate leaders are not giving it the time and attention it deserves. In this issue of *Looking Inward*, we share solid ideas, examples and case histories about why companies need to focus on employee brand engagement.

Internal alignment vs. employee engagement

In the first article, written by our West Coast managing director Rick DeMarco, a leader in this field in his own right, he explains the difference between internal alignment and employee engagement. He suggests through his examples and point of view that there is a big difference between the two that leadership needs to understand and appreciate.

How Disney does it

Toni Gemper, one of our bright project managers, reviews *Inside the Magic Kingdom* by Tom Connellan and explores what Disney has been able to do so well to provide enhanced customer service and positive experiences. She also discusses the seven key lessons that any company can do to delight employees and customers alike.

A cure for small business

While many believe employee brand engagement is relevant only in large global organizations, it's an important character trait for small businesses, too. Just think about your local dry cleaner, pharmacist, contractor, painter. How are you greeted or cared for by their

employees? Do the staffs of these companies go out of their way to please you? Our senior writer, Amy M. Anderson, explores this concept and shares her own experiences in her article, *Diagnosing the Health of Employee Engagement—Is it a Cure for Small Business Success, Too?* She provides an interesting perspective I think you will enjoy.

The power of employee engagement

This issue's feature article is coauthored by Dale Buss, an award-winning writer for Forbes.com, *Automotive News* and a variety of other publications, and Inward's vice president Yash Chitre. Their article, *The Power of Employee Engagement: A Competitive Edge in Today's Economy*, examines several companies like Southwest Airlines, Ford, Chrysler and UPS. You'll gain insight into what these companies are doing to encourage employee engagement in embellishing company culture and making a difference in customer-facing experiences. It's a great story, definitely worth sharing with your colleagues and your leadership.

The emotional rollercoaster

Employee engagement is an emotional topic for many staff members—nature, care, empathy and smiles should all be present in the workplace. Lizzy Spalding, one of our project managers, suggests, in *Riding the Emotional Rollercoaster in Your Workplace*, that emotion plays an important role at work. And when expressed properly, emotions can contribute to both individual and organizational benefit.

The social graph

Next, our vice president, Yash Chitre, proposes a fresh point of view on conducting market research through social networking and an idea he calls the "social graph." The article, *Advocating the Power of the Social Graph: The True Customer Voice*, describes how traditional market research is rapidly changing, putting control in the hands of customers and end users.

As we head into the fall season, we wish you a great balance of the year, a memorable election season and happiness in all the holidays ahead. From external branding to employee engagement, internal branding, mission, vision, values and market research, we will continue to bring you the newest and best ideas. If you have topics that you would like us to explore, please let us know.

Thank you,

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Knowledge**

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INTERNAL ALIGNMENT. EMPLOYEE ENGAGEMENT.
THEY'RE NOT THE SAME.



**THE WISDOM TO KNOW
THE DIFFERENCE**

By: Rick DeMarco | Inward Strategic Consulting

I have spent many hours talking to both CMOs and SVPs of Human Resources around the country. One theme constantly emerges regarding the greatest challenges in activating business strategy and delivering on brand promise.

How do we engage our employees to passionately represent the company in a manner consistent with our values, culture and strategy—all while delivering on our brand promise? Not since the quality and Six Sigma movements have I seen such energy around a business issue, and one with such a profound impact on a company's success.

But I often hear the terms “internal alignment” and “employee engagement” used interchangeably, as if they were one and the same. In fact, while equally important, each of these challenges is very different from the other.

Employee engagement means finding the solution to educating, inspiring and empowering employees around a common vision and culture. And it reinforces the appropriate behavior so the company provides its customers with superior products and services, as defined by business strategy and brand promise.

Internal alignment is the process by which a company ensures that all of its functional and operational groups are aligned around a consistent message, look and feel, actions and behaviors. For employee engagement, the focus is on the individual employee. For internal alignment, the focus is on the functional departments and operational business units.

Presenting a single face to the customer

Successful employee engagement initiatives create an environment in which the employee feels passionate about the vision and corporate objective and understands how he or she contributes to and participates in the company's success. In fact, there is now very strong research that supports the belief that highly engaged workforces lead to increased sales growth, higher margins, lower turnover and improved customer satisfaction and loyalty. Employee engagement efforts are often championed by human resource

departments as part of managing an effective and efficient workforce. However, unless these initiatives are coordinated with brand strategy and communications efforts, there is a high degree of risk that functional silos will prevent the company from speaking with one voice to its customers.

That's where internal alignment comes in. For a company to present one face to its customers, it must rally around a common vision, culture and set of objectives and goals. When I assumed the position of VP of Marketing for Carrier Residential Heating and Cooling, the company had no fewer than 28 different brands, many of which competed with each other for the same market segment. As a result, the employees had no clear understanding of the differences between the brands and treated each one as if they targeted the same market, with the same features, benefits and the same brand promise. The result is that we were exchanging market share among our own brands, rather than taking it from the competitors, and the company was not growing.

The power of a multi-brand strategy in which specific brands in the portfolio were positioned against different market segments created a unified business strategy. Employees gained a clear understanding of the brand promise for each brand and the targeted market and were able to represent each brand as unique and distinct.

To create a unified workforce, there must be a common vision, strategy and brand promise that serves as the foundation for all messaging, actions and behaviors. In order to present one face to the customer, all functions must look and feel, speak and behave in manners consistent with the brand attributes and characteristics. And this alignment will not happen naturally. It requires a concerted effort by a cross-functional group of leaders who proactively drive this consistency throughout the organization.



Rick DeMarco is Inward's new Managing Director for the West Coast. He is a strategic executive leader with experience in marketing, human resources and general management with industry-leading companies like HP, Carrier and Whirlpool.

WHAT'S THE MAGIC BEHIND SUPERIOR CUSTOMER EXPERIENCE? JUST ASK DISNEY.

By: Toni Gemper | Inward Strategic Consulting



A recent report by Forrester, *“The Business Impact of Customer Experience, 2012,”* considers how customers’ experiences with a company affect their loyalty to the business. Forrester found that the higher experience rating customers had, the more likely they were to buy from the same company again. The report concluded that, by providing a better customer experience, companies could increase their annual revenue by millions or even billions of dollars.

Putting the magic of employee engagement to work for you

The Walt Disney Company has something to teach us all. Last year, Disney made the list of the most admired companies for both customer experience and employee engagement. It’s not surprising, since Disney has a reputation for always exceeding the expectations of its “guests.” In his book *Inside the Magic Kingdom*, Tom Connellan reveals that 70% of Disney’s Magic Kingdom guests are return visitors. What keeps them coming back time and time again? It’s the magic of employee engagement.

So what can we learn from Walt Disney? Applying the following lessons to your own business can help you achieve employee engagement levels that ensure the best customer experience possible.

1. Make sure your employees are aware of your company’s mission and values

As Leighann Carroll, a former Disney employee or “cast member,” explained, “Walt Disney wanted a place where people could come and lose themselves in a world of imagination.” Carroll went on to say Disney’s culture for cast members is similar to that of its guests. Cast members are empowered to “make magic” at Disney, encouraged to use their imaginations to personally enhance the theme of each attraction. Sure, there are rules; but ultimately a cast member’s job is to do what it takes to make sure each and every guest leaves the park feeling special. Training sessions ensure that cast members’ attitudes and behaviors are aligned with Disney’s mission.

What about your employees—can they easily explain your company vision and values without thinking about them?

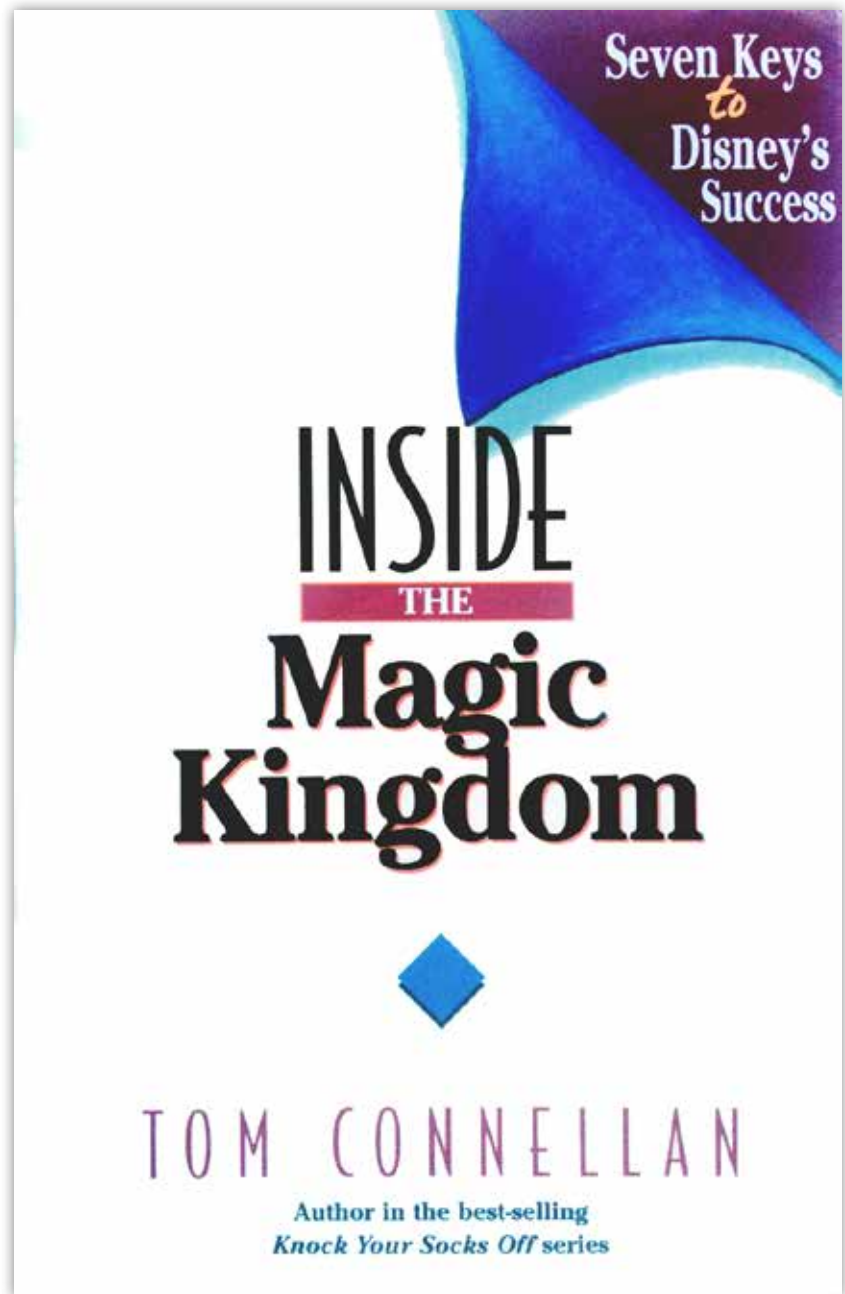
2. Train your employees to understand their role in delivering on your company values

Training at Disney is dependent upon work assignment, but all cast members are required to attend a class called

“Traditions.” Similar to new employee orientation, it’s the first experience cast members have with Disney. They learn about founder Walt Disney, the company, its culture and the parks. They also learn to be “aggressively friendly.” For example, since guests commonly ask certain questions, cast members are trained how properly to respond. As former cast member Carroll explained, “The question

‘Where is Disney World?’ is asked a lot, but what the guest is really trying to ask is ‘Where is the Magic Kingdom?’ because everyone generally associates Disney World with Cinderella’s Castle.”

What programs do you have in place to train employees on delivering company values?



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3. Set clear expectations on how your employees should behave, and make sure their behaviors align to the company's mission

One way to reinforce desired behaviors is to lead by example. Simply put, be a role model for your employees. Disney makes sure everyone and everything in its organization walks the walk and talks the talk so there is no confusion about what's expected.

Do the leaders in your organization set a standard of behavior for employees to follow?

4. Recognize and reward your employees for a job well done

Recognition shows appreciation for your employees' hard work and the commitment they've made to the behaviors you have established, and positive feedback encourages employees to behave in those certain ways. Rewards are one way of reinforcing good behaviors. Disney uses Guest Service Fanatic Cards, a way for managers, fellow cast members and even guests to give recognition (see sidebar).

How will you show appreciation to your employees when they provide superior experiences for your customers? Sometimes acknowledging hard work by simply saying "thank you" is not enough.

According to a study by Green Research, "80% of major corporations are planning to invest significantly in employee engagement in 2012." Does your company have a formal employee brand engagement program? If the answer is "no," you should consider investing in one. By learning each of the four lessons outlined above, you will be ready to implement a program within your organization. It's one of the best investments a company can make—one that can lead you to some truly magical outcomes.



Toni Gemper is a Project Manager for Inward Strategic Consulting. Passionate about employee engagement and internal branding, she strives to make examples of companies that successfully embrace these approaches in their daily operations.

7 KEY LESSONS OF DISNEY'S SUCCESS

What contributes most to Disney's success? In *Inside the Magic Kingdom*, Tom Connellan points out seven key lessons—behaviors and mindsets instilled in all Disney "cast members." According to Connellan, the following seven key lessons align with the vision and values that represent the backbone of Disney's culture.

1. Everyone is a competitor. Competition is everywhere when it comes to delivering an exceptional customer experience. It doesn't matter if these businesses are in the same industry—it's really about how you make your customer feel. To whom will they compare your service?

2. It's all in the details. Disney "Imagineers" spend years researching and drafting plans for new projects, ensuring that each and every detail makes the attraction the best it can be. They always put the guest's experience above all else. Regardless of the time and/or cost it takes to complete a project, Imagineers want the finished product to be perfect for their guests.

3. Everyone walks the talk. Not just the custodial team but all cast members, including management, are responsible for keeping the parks and resorts clean. If cast members see trash on the ground, they pick it up without even thinking. This mindset goes all the way back to Walt Disney's time.

4. Everything walks the talk. Every guest experience should always be exceptional. Underground walkways prevent guests from seeing cast members outside of their costumes. Automatic watering systems ensure gardeners don't interrupt guest experiences. And cast members even work through the middle of the night, painting to make everything brand new again for each guest, every single day.

5. Customers are best heard through many ears. Cast members are trained to be "aggressively friendly": always attentive, listening to their guests and answering the questions the guests meant to ask instead of what actually came out of their mouths. It's one way Disney prevents negative situations that could hinder a guest's experience.

6. Reward, recognize and celebrate. When cast members go above and beyond for their guests, management recognizes them by giving out "Guest Service Fanatic Cards." Nominations can come from the manager, fellow cast members and even guests. The cards are used to reinforce actions that make guests happy, using three important rules: (1) Make the feedback positive. (2) Make it immediate. (3) Make it specific. These cards are put into a box and an end-of-month celebration, complete with fireworks and dancers, accompanies a drawing for rewards.

7. Everyone makes a difference. Every cast member job is important. Front desk clerk at one of the resorts. A character in the Magic Kingdom. Lifeguard at a water park. The company acknowledges that each and every cast member plays an important role in delivering on the exceptional customer experience Disney offers.

DIAGNOSING THE HEALTH OF EMPLOYEE BRAND ENGAGEMENT

IS IT A CURE FOR SMALL-BUSINESS SUCCESS, TOO?

By: Amy M. Anderson | Inward Strategic Consulting

Employee brand engagement is not just for big corporations—it's important to the health of small businesses, too. With the one-on-one demands small businesses face, it may, in fact, be even more critical to their success. So let's take a closer look at how employee brand engagement levels critically affect the overall customer experience that smaller organizations are able to provide.



The health of small-business employee brand engagement

Employee brand engagement—creating and building emotional attachments between employees, their colleagues and the company they work for—is big these days. Without these critical connections to sustain companies, employee engagement isn't able to thrive. Thus far, employee brand engagement has managed to start working its good by infiltrating big-name companies with thousands of employees and millions

of dollars in revenues. Sure, it works on a large scale, but how does it work for smaller businesses?

Diagnosing the employee engagement situation

For real-life examples every one of us can relate to, we'll focus on small businesses you've probably had experiences with—offices of health care professionals. Think of all you've encountered at these offices. Reception desk interactions. Waiting room

observations. Exam room encounters. Check-out processes. Billing issue follow-ups. If you had to diagnose the levels of employee engagement in these small offices, how would you rate them? Healthy? Or not so healthy?

The optometrist – 10 employees

Every time you've gone for the past eight years, you've seen the same people—desk attendants, the doctor, even Janet, the lovely lady who helps you pick out weird frames.

If a new person has slipped in on the team, you haven't really noticed because they're somehow familiar to you. They just fit right in, wearing the same color-coordinated scrubs based on the days of the week as the others. They're even excited to see you coming because they remember you're the one who hates the air puff they blow in your eyes but loves picking out the funky-looking frames.

The chiropractor – 8 employees

You have yet to go in and not be greeted and asked how your day is going by multiple people. When called to the adjustment table, before you even get into position, you get back into the conversation right where you left it last time you were there. And there's never a doubt anyone here appreciates you, depends upon you and likes you—handwritten notes of praise on your progress, flowers when you're in the hospital and personal calls to check on you along with offers for house calls during your recovery from that hospital procedure.

The dentist – 8 employees

You started going to see this one because he really does put his money where his mouth is, generously donating his services to your favorite local youth charity. When you call about an appointment and show up for one, you are greeted by name, without anyone cheating by peeking while you sign in. Here, you've got an assigned dental hygienist, so you see her each time you come in. You know her daughter's birthday is two days before yours. She knows you really despise those bitewing x-rays. And you know she's taking notes so she can spark up conversation when you come back again in six months. So this isn't a place you fear, it's one that's refreshingly familiar because you know all of their names, too.

The specialist – 20 employees

After seeing this physician regularly for a little over four years now, you have been left with quite an impression. Remember that appointment you showed up for that they had no record of, even though you had the actual appointment card they gave you at your last visit in hand? How about when you showed up only to find out their office location had changed but they hadn't bothered to notify you? What about those follow-up visits (and, yes, that's multiple

visits) that ended up taking one hour in the waiting room plus two more hours of wait time for the doctor and blood draws? Or how about the nurse who took your vitals last time, the one who made absolutely no eye contact or conversation with you during the fulfillment of her duties.

Clearly, one of these real-life examples is not like the others. I can personally attest that the specialist needs some help working toward a clean bill of healthy employee engagement because I'm the actual recipient of these multiple doses of bad service. With such consistently poor customer experiences, I've finally lost patience with this small business, and they've lost a patient. Because I dreaded going there so much on a fairly inconsistent basis, I can't even begin to imagine what going to work at that place each day would be like. If this lack of engagement goes untreated, I fear they will find themselves unable to cure what ails them—disengaged employees with misaligned behaviors and attitudes. This small business, and its employees, desperately need to find alignment with the culture, brand promises and values of their office so they can provide positive customer experiences.

If the specialist's office doesn't get a shot of engagement for their employees stat, I might start seeing them at work in the offices of the optometrist, chiropractor and dentist. Why wouldn't they? The employees in these offices care, enjoy what they do and believe in the people they work for and with. That's an attitude that comes across in everything these employees do. And, luckily for people like you and me, it's especially evident with every customer interaction. Somehow, these offices have managed to find just the right prescription for harnessing the power of employee engagement. Even though they're small, they know it makes a big difference. Because of that, I keep coming back, too.



Amy M. Anderson is a Senior Writer for Inward Strategic Consulting. With more than ten years of professional writing under her belt, she has a wealth of experiences to share from being at both the giving and receiving ends of good and bad employee brand engagement.

10 Must Haves **For Rolling Out Employee Engagement Programs**

- 1. Senior-level endorsement and sponsorship**
- 2. Clearly defined objectives, deliverables and a timetable**
- 3. Insight research and prescriptions for meaningful messaging and creative tactics that are fun and experiential**
- 4. A codified process and framework that is proven functional**
- 5. A dedicated, cross-functional internal brand project-management team that has clear mandates, budgets and deliverables**
- 6. Alignment among multiple departments and disciplines – HR, communications, marketing, brand/advertising and corporate communications**
- 7. A comprehensive adult learning program (e.g., CBLs, gamification, classroom, etc.)**
- 8. Brand ambassadors or brand champions who promote the brand internally and understand its importance**
- 9. Internal social media for employees to exchange ideas for living the brand behavior and enhancing communications through internal social networking and websites**
- 10. Behavior reinforcement through organized, transparent recognition and global reward programs**



THE POWER OF EMPLOYEE ENGAGEMENT:

A COMPETITIVE EDGE IN TODAY'S ECONOMY



This fall, as part of its “Go Further” branding campaign, Ford has found an innovative way to advance employee engagement: put actual workers in television ads for the new Escape SUV. Among these workers was Vince Mahe, who helped design the Escape lift gate that opens when it senses a foot waggle beneath the rear bumper. After Mahe demonstrates his innovation, the ad concludes, “It’s what happens when you Go Further.”

By: Yash Chitre and Dale Buss

And that’s not all that is happening as a result of an initiative Ford began early in 2012 to engage employees in the “Go Further” campaign, which has since expanded to include both vehicles and consumers. The effort is built around “people serving people” internally as well as externally, demonstrating ingenuity in all activities, and striving for what’s “attainable” in “character, appeal and value,” as Jim Farley, Ford’s global chief marketing officer, has put it.

“We’re not trying to invent a new reality for Ford,” he said. Instead, the company is emphasizing and communicating internally “what Ford feels like on a good day” by further engaging employees and getting them all pulling in the same direction. The

strategy appears to be taking hold already. According to Sara Tatchio, Ford’s manager of internal branding, “Our managers are starting to break it out in meetings now, literally saying, ‘If you put your Go Further hats on, what decision will you make?’ And in every plant there’s been a real reframing [toward], ‘How do we work at the work that we do?’”

Gaining a competitive edge with employee engagement

By looking at Ford and other highly or increasingly “engaged” corporate cultures, many companies are recognizing a possible path out of their slow-growth mode. They are beginning to recognize the power of

employee engagement to differentiate themselves from competitors.

The evidence can't be ignored. Companies with engaged workforces demonstrate an average of 19% higher operating income and 28% higher growth in earnings per share than the average employer, according to the Towers Watson *2012 Global Workforce Study*. In stark contrast, companies with unengaged workforces average 34% less operating income than average and 11% lower EPS growth. Airlines that fail to engage their workforces in the corporate purpose are forgoing \$590 million a year in

“To ensure that an organization's employees can become engaged in meaningful ways, that it builds over time and costs less to execute, employee engagement must be part of an integrated approach to improving the corporate culture in profound ways,” said Allan Steinmetz, founder and chief executive officer of Inward Strategic Consulting. Inward provides clients with an “internal Dialogue Marketing®” framework. It begins with corporate commitment to establishing meaningful employee engagement and broad experiential communications and includes training and learning techniques for both workforce and

for employees to feel a genuine sense of accomplishment.

People: How senior leadership regards the priority of engagement and drives it through all levels of management. Focusing on the importance of people, both employees and customers. Creating a culture of engagement through leadership. Selecting employees that are predisposed toward engagement.

Opportunities: How workers can avail themselves of career opportunities, including learning and development. Highlighting what matters most and where there is greatest opportunity for improvement—and growth.

Total reward: How employees perceive their overall compensation, including recognition as well as pay and benefits. Acknowledging and rewarding people's efforts and performance.

Company practices: How corporate practices encourage engagement, including performance management, brand alignment, reputation management, diversity and communication. Connecting with employees.

Quality of life: What the company does to enhance the physical work environment and encourage work-life balance.

Enterprise Rent-A-Car: A long-term commitment to employee engagement

The best exemplars of employee engagement are companies that have woven it into their corporate cultures over the course of decades. Enterprise Rent-A-Car, for instance, is driving rings around its competition these days in large part because, for several years now, it has embraced the crucial importance of employee engagement. “It's central to us,” said Steve McCarty, vice president of training and talent development for the St. Louis-based competitor to Hertz and Avis. “Focusing on employee development and promoting from within drives profit. And we have an engagement culture to make sure that happens.”



potential revenue, according to a Forrester CXi Research study. And in the hospitality industry, forfeited opportunities sacrifice a total of \$1.2 billion.

Consider productivity and safety, just one arena where active engagement is hugely beneficial. More than 70% of U.S. employees are actively disengaged, according to a 2011 study by the Corporate Executive Board, meaning a lost productivity cost to the economy of \$370 billion a year. (Imagine the improvement in the economy if this figure could simply be halved!) And while the average cost of a safety incident for engaged employees was \$63 one recent year for MillerCoors, the average cost was \$392 for disengaged employees.

Just because companies move in the positive direction of engagement, however, doesn't necessarily mean they're doing it right. It's one thing to launch an engagement program or strive to match “best practices” in that area. It's quite another to establish, nurture and succeed with a system and a process that is meant to guarantee results for the long term.

management. Dialogue Marketing® instills changes in the behavior of employees as the company enlists their deep and long-term commitment to an engagement culture.

At that point, improvements generated by engagement can be measured, recognized, rewarded and built upon in a sort of virtuous cycle that can revolutionize how companies and brands do business. It is an integrated process that should be managed, just like any external branding effort. Added Steinmetz, “When it's done well, people will be able to connect the dots and see the full picture of what the brand stands for and how their behavior and roles contribute to exceptional customer experiences.”

The drivers of employee engagement

Once such a process is firmly in place, six main drivers determine whether companies will be able to tap into the benefits of engagement:

Work: How the employer organizes work tasks and processes, manages resources and creates the opportunity

The local office is the focus of Enterprise Rent-A-Car's vastly successful employee-engagement strategy. The company likes to recruit Millennials, and when someone joins, both Enterprise Rent-A-Car and the new staffer sign a "commitment success letter" outlining their pledges and expectations of each other.

"So there is a high-level reporting system in place," McCarty explained, "but the power of engagement is really in the one-on-one connections that folks have with the managers of the local entities. Each branch manager has lots of autonomy, and the one-on-one things they do to keep their employees engaged is less glamorous than some corporate policy—but more real. We basically trust them—but verify."

UPS: Reaping the benefits of employee commitment

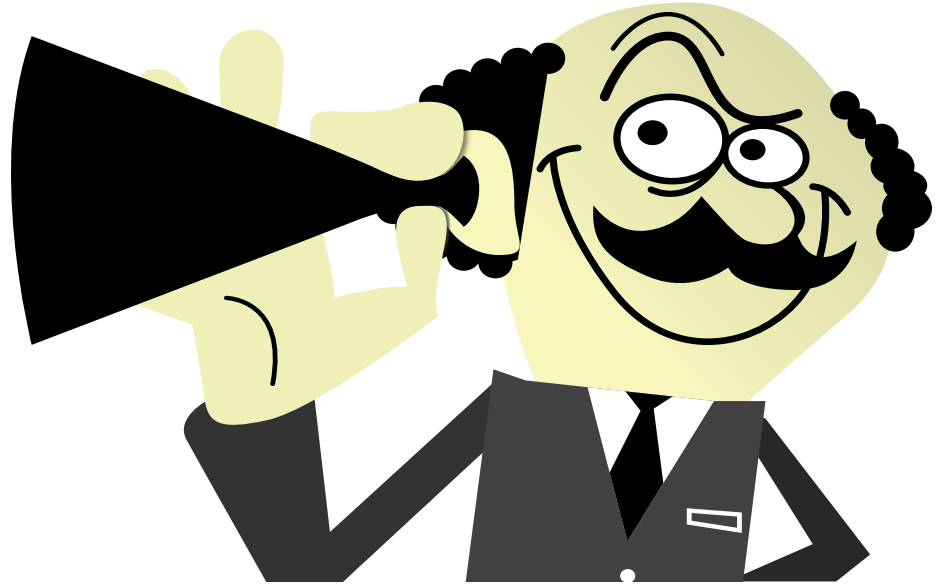
United Parcel Service is one company that has more recently recognized the benefits of true employee engagement. When Joe Finamore, vice president of global employee relations, came aboard the Atlanta-based shipping giant in 2009, he saw that many drivers, sorters and other members of the company's 400,000-strong non-union workforce were loyal to the company and strived to make it better. He initially measured a 73% engagement rate overall.

But Finamore decided that UPS could do even better if he systematized the culture explicitly around the proactive notion of employee engagement. "Having a 'good relationship' with employees or a workplace that satisfies them doesn't really help us in today's business market" with such competitors as FedEx, another highly capable company with an engaged workforce. According to Finamore, "we're evolving as an organization to an engaged workforce, one that is apt to take what they do to the next level."

Among measures that Finamore has already instituted is a program to encourage employees to suggest and spread innovations in best practices. "We take examples from our organization at all levels and try to emulate them across the company," he said. One simple example is spreading some drivers' practice of tapping the horn of their van when they pull up to a regular customer's location, giving recipients advance notice that UPS is arriving at their

door. This tip saves time, and therefore money, for both driver and company.

Some of the changes are more subtle, such as tweaking the name of UPS's "employee-satisfaction" survey to an "employee-engagement" survey and modifying about 40% of the questions to focus respondents on engagement. For instance, the questionnaire now asks whether UPS "demonstrates safe work practices" rather than simply asking, "Is UPS a safe place to work?"



"That may not seem dramatic," Finamore explained, "but the subtle change of that question—where the 'demonstrate' aspect comes into play—tells people that the organization actually is concerned about actively demonstrating safety rather than just talking about it." By the end of summer, Finamore was awaiting the results of the latest annual survey to see whether UPS's employee-engagement rates have continued to rise.

Southwest Airlines: A culture of relationships

Southwest Airlines has led its industry in financial performance and avoided layoffs for its 40 years of existence, in part by institutionalizing strong employee-engagement measures such as recognition programs, company-wide surveys, special awards and a company-wide Halloween celebration.

So when Southwest gathered about 4,000 of its employees from across the country at

Coors Field in Denver in late summer, it was more than the annual party. As baggage handlers and flight attendants, accountants and mechanics took swings in the Colorado Rockies' batting cages and mugged for the stadium's massive scoreboard screen, they weren't just playing around on the corporate dime. They were practicing employee engagement. At a company that has built much of its entire brand on the benefits of cultivating an enthusiastic and committed workforce, the company-wide summer blowout is one way to renew that crucial

tribal message and help it resonate for the rest of the year.

"We're a culture of relationships, so bringing people together is a big part of building relationships, and it's a big opportunity for the variety of generations we have in the workforce to be in a social environment," explained Cheryl Hughey, director of culture services for Southwest. "We always need to boost who we are, what we do, and what it means to living the Southwest way."

This dependable foundation helped enormously after Southwest acquired AirTran Airways in 2011 and had to integrate 8,000 new employees. It was no stretch for Southwest to create its Wingmate program, under which Southwest employees volunteered to "adopt" AirTran employees via e-mail, guide them through the transition, and then met personally with them as the merged airline's employees moved through Southwest training at Dallas headquarters. "We avoided having that 'takeover' feel because of that program," Southwest's Hughey observed.

Audi: Building a culture based on trust

A new emphasis on employee engagement is even taking unlikely root in the auto industry. And Ford isn't its only exponent. Having survived the trauma of the Great Recession one way or another, achieving a certain amount of common purpose across the ranks along the way, some other auto companies now are attempting to move up to the next level—to an employee-engagement culture.

No luxury brand in the U.S. market has achieved greater relative gains in sales and market share over the last few years than Audi. Desirable products, distinctive marketing and the overall leadership of since-departed CEO Johan de Nysschen deserve much of the credit. But so does the early recognition by his team that Audi wasn't going to turn around its long-term prospects in America without getting buy-in from its very disaffected dealers and employees.

When he joined Audi of America in 2008 as chief operating officer, from a general-manager position at Toyota, Mark Del Rosso was stunned by several dysfunctional aspects of his new company, including vast distrust between dealers and management over sales practices and sour dealings between top Audi executives and field managers. Del Rosso gradually but forcefully fomented change to a culture based on trust, in part by requiring all headquarters employees to read Steven Covey's *The Speed of Trust*.

Then, executives and staffers who couldn't or wouldn't engage in the new approach turned over. "Once a new culture becomes so strong, people who don't get it will sit on the side, and then they'll either leave—or you help them leave," Del Rosso said. "We had some of both."

Chrysler: Rising from the ashes of bankruptcy

An even more surprising run at transforming a carmaker's culture into one of engagement is being made by Chrysler. The company's long history declares its almost permanent underdog status: always imperiled, always just getting by, always adapting and reinventing out of necessity rather than purpose. There didn't appear to be much reason to believe Chrysler's

approach would be different after Fiat rescued its remains from bankruptcy and a U.S.-government bailout in 2009.

But Fiat CEO Sergio Marchionne signaled from the start that he intended to succeed with his new partner rather than continue to manage Chrysler's decline. And along with new products, new marketing, more investments in manufacturing and the creation of the American auto industry's first true transatlantic alliance, Marchionne also committed to the creation of a genuine employee-engagement culture where there had never really been one.

Under the Fiat-Chrysler global manufacturing system, for example, there is an initiative to inculcate 10 crucial "pillars" of management that "really underlie the people side of our system now," explained Mauro Pino, head of world-class manufacturing. "It has started out as a top-down system because without the commitment of top managers to it, we can't apply the system and create the language necessary to encourage lower-level people to apply it."

One goal of the new emphasis on engagement is to eliminate non-value-added activities in Chrysler's manufacturing plants through the suggestions and avid involvement of line workers. Recently, for example, in Chrysler's Toledo, Ohio, complex, a woman was able to recommend ways to eliminate 30 of the 70 steps that she previously took to attach a fender to a Jeep. "If we are able to do that across a line, and then multiply this example by thousands of stations across the company, imagine how much we're improving," Pino said.

Georgette Borrego Dulworth joined Chrysler in 2011 as director of talent acquisition and global diversity, so she wasn't influenced by Chrysler's previous corporate culture. And she noticed that Chrysler's organizational structure, newly flattened due to the bailout, meant that "collaboration among people at all levels happens pretty often, so you have a real sense of employee engagement."

The new corporate embrace also includes dealers, who have sometimes been on the outs with Chrysler management. For example, Chrysler recently staged an event that brought more than 100 minority-owned suppliers to a matchmaker fair with

Chrysler dealers in California. Where did this idea come from? Out of an employee's notion to expand a similar corporate matchmaker event to the company's dealers.

"The atmosphere in these halls is very engaged and very positive these days," Borrego Dulworth said from the company's headquarters in Auburn Hills, Michigan. "It's a boat with a bunch of oars all moving in the same direction."

Commit to employee engagement

Chrysler, Ford, Audi, Enterprise Rent-A-Car, UPS, Southwest Airlines and more—they all prove that employee engagement does matter and can make a significant difference in productivity and operations improvement.

"It is a differentiator between mediocrity and exceptional customer experiences," Inward's Steinmetz declared. "It creates a sustainable workplace environment where people enjoy their work and their surroundings. People come to work eager and motivated to contribute. It all depends on leadership to have the commitment and the will to trust their people to do the right thing."



Yash Chitre is Vice President of Consulting at Inward Strategic Consulting. Over the past ten years at Inward, Yash has advised in several consulting engagements and business development initiatives regarding branding, team alignment and social media.



Dale Buss is a veteran financial journalist in Rochester Hills, Michigan. He has written about corporate culture and employee engagement for a variety of outlets including *Chief Executive*, *Edmunds.com* and *The Wall Street Journal*. Dale was nominated for a Pulitzer Prize by the Journal when he reported for the newspaper.

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RIDING THE EMOTIONAL ROLLERCOASTER IN YOUR WORKPLACE

As a young woman in the professional world, I am quickly facing a series of realities. One of these is that there is a time and place for our emotions to guide our decisions. As it happens, work is often not the time or place. But emotion does serve as a gauge to determine overall employee engagement in a company. Are people smiling? Does their emotional state seem good or bad? Can you even tell? Where do you stand when it comes to this complex notion of emotions in the workplace?

By: Lizzy Spalding | Inward Strategic Consulting



Masking emotion in the workplace

If there is one thing we can relate to with our coworkers (and humans in general), it is that we are emotional beings. Though we may process, express and even feel emotions differently, we all have them. While at work, we experience a succession of events that can be pleasing and invigorating; stressful and frustrating. Without a doubt, emotions are an inherent part of the workplace¹.

What I have found is that, rather than the workplace being a place devoid of emotion; it is instead a place where emotions are rampant but often strategically suppressed. We might mask an emotion we are experiencing for many reasons—to be taken more seriously, to appear rational, to increase credibility. Essentially, we frequently hide our emotions to enhance our reputation.

When we view them as mental phenomena, emotions appear controllable. Whether or not to express them is almost a conscious choice. But it is important to note that there is a motor component to emotion: facial expressions, posture, vocalizations, head and eye movements and other involuntary muscle actions².

While often these physical reactions can be consciously controlled, I don't think this is entirely possible. For example, just by sitting in a meeting with me, you would know that I cannot control my emotions. I'm a blusher. I blush when speaking in large and even small groups of people at work. It is an emotional reaction I cannot mask, and something I know may affect the way I am perceived as I try to gain the confidence and respect of my colleagues.

Can you think of times when you may unintentionally express emotions? Are there ways to take control of them? For me, I believe the only way to solve my blushing problem is through experience and confidence. It's not something I am going to be able to mask.

The power of positive emotion

Emotions can also be powerful tools in positioning yourself favorably at work. This brings me to another reality I have learned—a positive attitude can get you far. Perhaps because it facilitates optimism, a positive mood generally results in such improved outcomes as increased job

satisfaction, less turnover, and prosocial or helping behaviors¹. Expressing yourself with a simple smile can show confidence, poise and optimism and position you as someone people just like to be around.

The Latin root of “emotion,” *emovere*, which means “to move out or stir up,” hints at the role emotions play in the transformational leader's use of charisma and the ability to inspire and motivate followers². Understanding the value of positive emotion and its potential for developing happy and engaged employees is a powerful force in company success. Positive emotions alone can broaden scope of attention, cognition and action, building physical, intellectual and social resources³.

This is great news for employers, managers, and leaders! You have the ability to create an environment that fosters positive attitudes and thus improved work experiences. It is important that, as a leader in your company, you use a positive tone of voice, always sound helpful and encouraging and continually highlight the positive consequences your employees can expect. At the same time you should also be creating an open-door policy, encouraging employees to give honest feedback—and feel comfortable doing so.

Put emotion to work for you

The hardest reality I've faced thus far is that, no matter how much we invest ourselves in our work, at the end of the day it's just a job—and that's a tough lesson to learn. Leaders and employees must acknowledge that emotions at work are inevitable, consciously channel them positively, and find the line that allows people to use their emotions as a guide without increasing personal vulnerability.

For me, this is trickier than it sounds. I believe in real relationships with real emotions. In order to find fulfillment and engagement in my work, expressing these emotions is a must. This is my reality, and it highlights the complexity of emotion in that it may be completely different from someone else's reality. It takes communication and openness to coexist with the many different types of emotional beings we are surrounded with at work, both as an employee and as a leader. And because there is no universal set of rules as to what emotion is appropriate or not appropriate to express at work, such

openness is important and critical to the engagement of a workforce.

An engaged workforce communicates different emotional cues than one which is disengaged. In all social settings, the communication of emotions is critical for survival and day-to-day functioning. Take an easy example: a smile encourages repetition of the favored behavior while a frown or snarl discourages². We consciously and subconsciously interpret these emotional triggers to determine how best to fit into an environment.

As a leader in your company, how do you treat emotion? Do you communicate expectations and provide opportunities for employees to be open and candid with their emotions? Finding fulfillment and positivity in work comes down to balance—in this case, balance between our emotional and nonemotional selves. Every individual is different and must be sensitive to his or her own needs as well as the environment company leaders create. If the equation works, you will achieve that balance, and as a transformational leader you will strengthen employee engagement.

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Lizzy Spalding is a Project Manager with Inward Strategic Consulting. From intern to research analyst to her current position, she is dedicated to learning the ins and outs of internal branding and employee engagement and sharing her knowledge with others.

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INWARD IS FULL-SERVICE
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ADVOCATING THE POWER OF THE **SOCIAL GRAPH:** THE TRUE CUSTOMER VOICE

By: Yash Chitre | Inward Strategic Consulting



The collection and interpretation of market research has evolved rapidly, especially over the past two years. The social web is now the world's largest research tool and focus group, surpassing all traditional methods of conducting market research. The result is a public dataset visible on the social graph, and for every company selling a product or service, that equals forced transparency.

For years, companies of all shapes and sizes have relied on traditional methods of conducting market research. Usually, it starts with a motive, question, insight or detail that drives a product or service. The goal is to find something that resonates with the intended audience: a cereal brand that claims to lower cholesterol, a car that gets 42 mpg on the highway, a potato chip that is the crunchiest ever. Marketing agents go into the field to conduct surveys, focus groups, triads, in-depth interviews—you name it. It's all to prove what they hoped to achieve in the first place: a product that sells, because it delivers.

But thanks to social media and their explosive growth over the past two years, another research realm is coming to the forefront. Behold the social graph. The simplest definition for this buzz term is “the global mapping of everybody and how they're related.” Because social media give everyone a voice, by examining the social graph and its resulting public datasets, we can draw solid conclusions about the public mindset. And it's so easy. Igniting a debate on any topic takes only a thought-provoking newsfeed or blog, inviting comments and letting opinions battle it out for supremacy. That one blog can be a critical thread in the fabric of the entire social graph. The choice of forum is boundless, the technical platforms numerous and seemingly never-ending.

Here's how

Hypothetically, if I were the CMO of the Crunchaholic Potato Chip Company, I wouldn't waste my time or precious budget commissioning expensive research to see if my new chip-coating formula really makes ours the crunchiest chip on the market. Instead, I'd let the research come to me by posing the question to a specific demographic on a social network: “Are you a Crunchaholic?” By investing in social networks, I should easily be able to invite such findings on their own. How? Facebook's advertising model works, in part, because Joe clicked that “Like” button when

asked if he was addicted to crunchiness. Joe “liking” Crunchaholic Potato Chips now gets pushed out to his wall and the newsfeed of his entire social network. That's how the word-of-mouth model works.

So what happened? Crunchaholic just got a brand addict even before he has tasted the product. The next time Joe is at 7-Eleven, he's going to see that bag of chips and purchase it to put it to the test. Now comes the real test: does it deliver? For the Crunchaholic Potato Chip Company, hopefully so. The point is, either way, good or bad, Joe's going to talk about it online, on the social web and maybe even on Crunchaholic's Facebook page. As the chief promoter, I now have Joe's feedback—positive or negative—and can make any adjustments necessary to get the product right or continue with my formula.

When you buy, your buddy listens. When employees buy, coworkers listen

Remember, people buy what their friends buy—not what advertising tells them to buy. This is the whole notion of brand advocacy. Companies that harness the power of public datasets through the social graph can champion real brand advocates. And this works not just for external product or service offerings but also internally, to your employees.

So how do you create brand ambassadors? One way is through your people! Make your employees advocates of your product. The potato chip company should ask their employees if they are Crunchaholics, and if they're not, get them on board. If they become addicted to the external brand, they will live the brand and its values. They will also talk about it, inside and outside your organization. These behaviors will help retention and talent recruitment because people will live the brand and want to be a part of the movement you created. In this example, the movement is to produce the crunchiest chip out there, but you get the point—the model can work for whatever you are selling.

Companies are doing it already

Companies such as PepsiCo and Kraft Foods are already taking advantage of the social graph. One of my interests on Facebook is outdoor recreation. So Facebook, from time to time, sends me Gatorade ads and product launches. PepsiCo, the maker of Gatorade, is igniting a dialogue around the Gatorade G2 brand of sports drink to see what someone like me might think of the brand, taste, whatever. They have my feedback, opinion and positive endorsement, which all my 323 Facebook friends will see and react to.

Forced transparency

So what's the risk a company runs if it fails to harness the power of datasets in the social graph? After all, no one's even asking for the feedback. But since the social web gives everyone a voice, people are going to express their opinion whether you ask for it or not. And the social graph is all about collecting those voices to make decisions for a better product or service. Like it or not, transparency has been forced upon us.

If you don't have a strategy to address forced transparency, it will happen without you; and, as a marketer, you'll get caught with your pants down. You may not even be aware of who's using your product or what they are saying, so you have no idea whom to target or how to improve your product. It's better to get ahead of the curve on the social graph and harness the information to your benefit. Sell more by delivering more and exceed your customers' expectations—they spoke and you listened. Who knows, maybe you'll start rewarding these impromptu ambassadors for becoming your brand champions. Nothing motivates like a reward, and the reward furthers the sales cycle even more. The possibilities are endless with the social web. So take advantage!



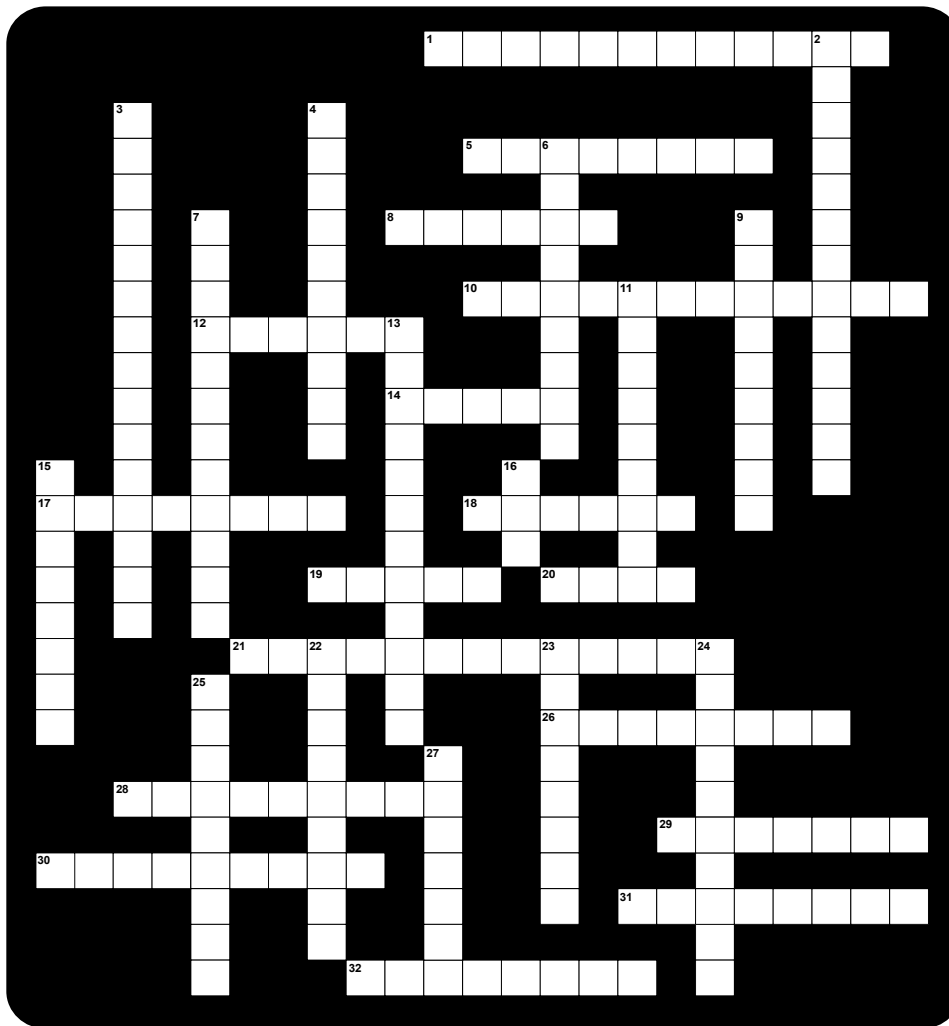
Yash Chitre is Vice President at Inward Strategic Consulting. For over a decade, Yash has led the charge for numerous consulting engagements and business development initiatives ranging from branding and team alignment to social media.

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Across

- 1 New trend in Employee Engagement
- 5 Emóvere (Latin root)
- 8 Inward offers full-service _____ research
- 10 Social web + market research = forced _____
- 12 Premier Employee Brand Engagement Strategic Consulting firm
- 14 Disney's keys to success
- 17 Employee brand

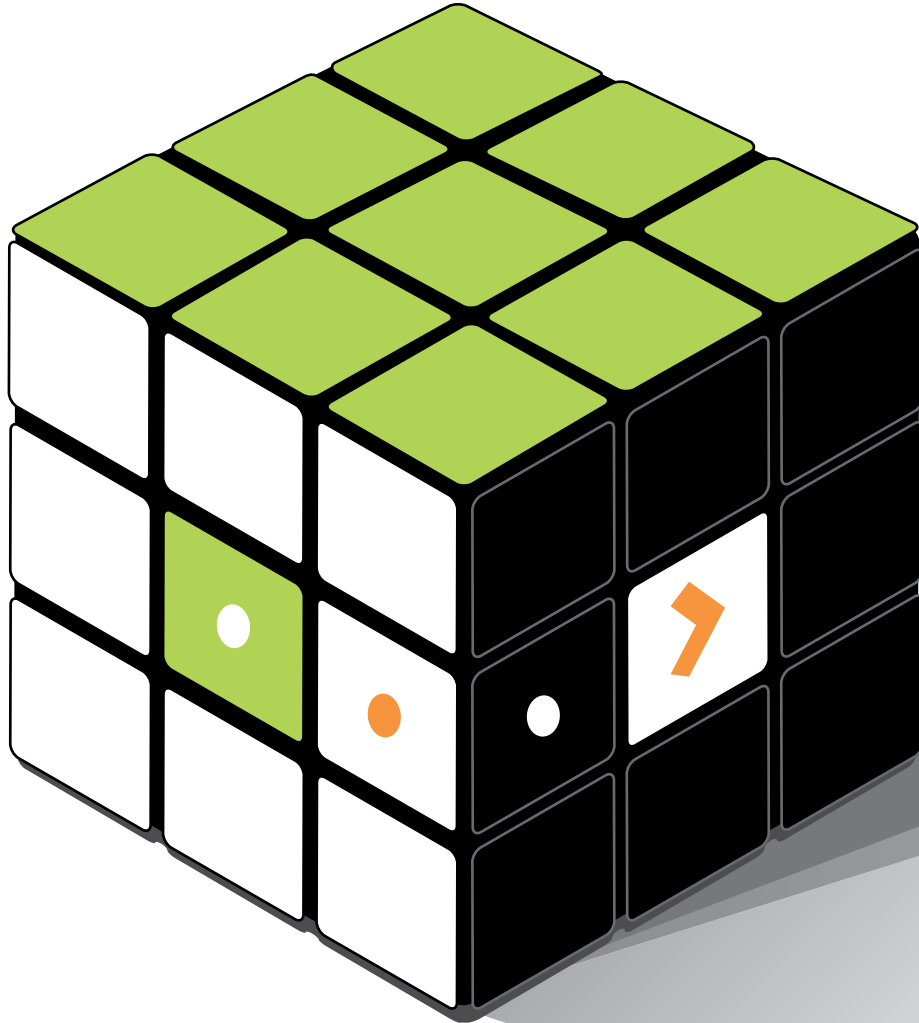
- 18 Leaders in delivering exceptional customer experience
- 19 Unified workforce has common vision, strategy and _____ promise
- 20 Industry where employee engagement is taking root
- 21 Enhancing the physical work environment and encouraging work-life balance (3 words)
- 26 Inward's proprietary Employee Engagement Tool
- 28 Show appreciation

- 29 Percent of U.S. employees who are actively disengaged
- 30 World's largest research tool (2 words)
- 31 Who makes a difference in providing an exceptional customer experience?
- 32 Atmosphere at Chrysler

Down

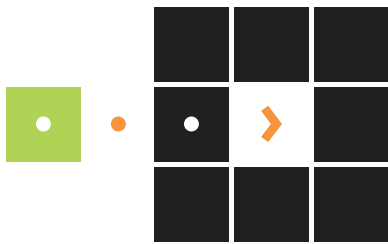
- 2 Drivers of tapping into employee engagement
- 3 Internal branding and major change management communications (2 words)
- 4 An advocate for a brand
- 6 Benefit of engaged workforce: higher _____ income
- 7 Process used to achieve one team shared vision
- 9 Company that does research studies
- 11 Airline that focuses on employee engagement
- 13 Frown or snarl
- 15 _____ Marketing framework that positions brands for success
- 16 Drivers that determine whether companies are going to be able to tap into the benefits of engagement
- 22 Process in which a company insures all of its functional groups and operational groups agree: Internal _____
- 23 A channel used by brand advocates
- 24 Focus on individual: employee _____
- 25 Repeateable, trainable and _____
- 27 Reinforce good behavior

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