

The Engaged Employee

THIS IS NOT AN HR PROGRAM.
IT'S A CORE BUSINESS STRATEGY.

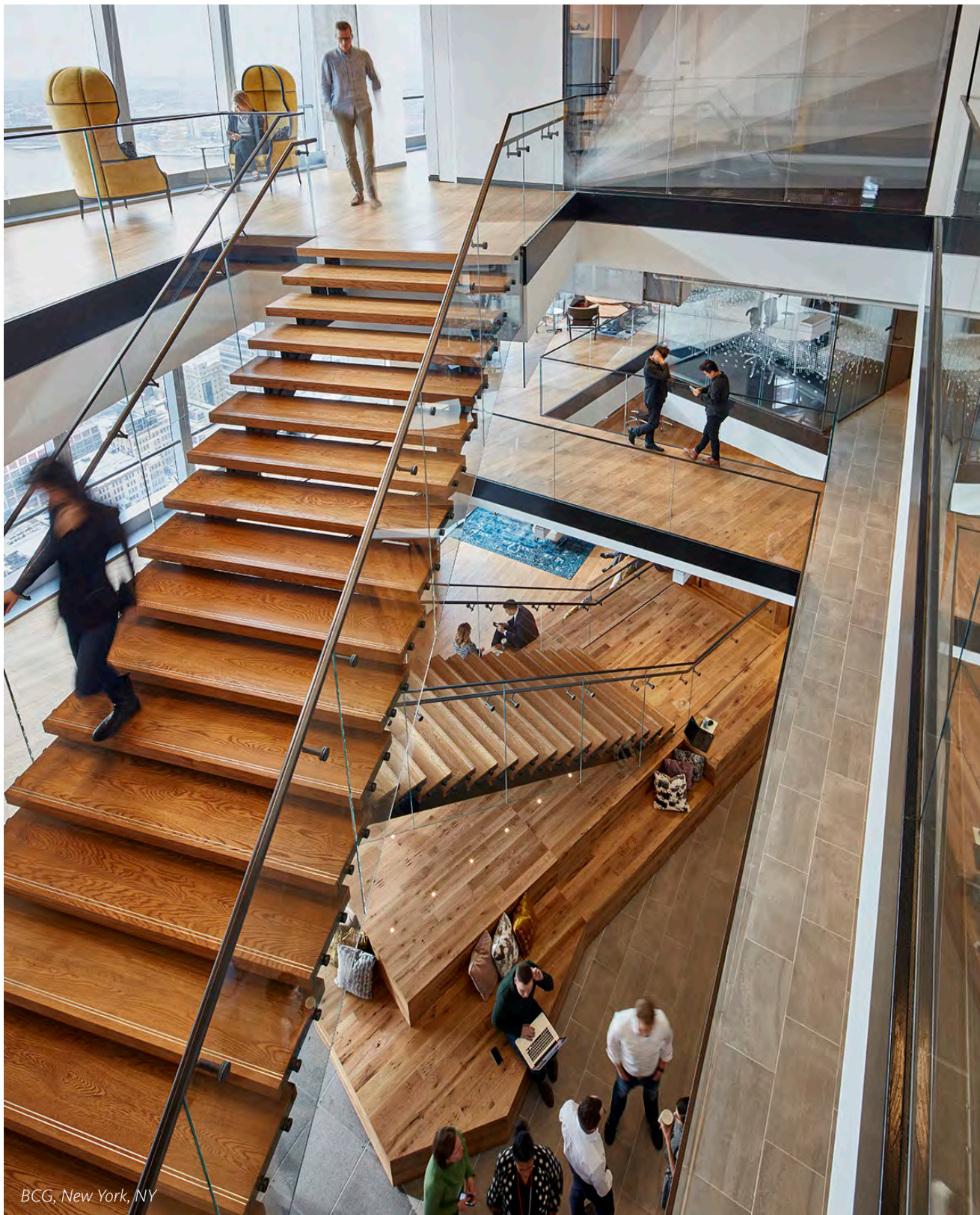




Successful business leaders realize that having engaged employees is not an HR program but a core business strategy. Yet only 20% of employees around the world report that they're fully engaged at work. It's a disconnect that serves no one well. What's the win-win for employers and employees?

“Engaged employees are significantly more productive, drive higher customer satisfaction and outperform those who are less engaged.”

— HARVARD BUSINESS REVIEW



Engaged employees value a great workplace and a great place to work.

A Great Place to Work

Day-to-day relationships that are authentic and grow over time.

I have pride in what I do and feel as if I am part of something bigger than myself.

I am happy and healthy.

I trust my coworkers and supervisors.

I make progress and achieve success.

I am part of a team/family and a culture that encourages participation.

I love what I do.

A Great Workplace

Space that allows people to come together, socialize, learn and exchange ideas freely.

Space that delivers on a company's purpose and enables employees to play an active role in realizing it.

An environment that delivers on wellbeing.

Space that allows for open and honest feedback and an ongoing dialogue.

Space that helps me do my best and provides me with tools to grow teams and achieve personal impact.

An environment that encourages collaboration/togetherness and celebrates each unique perspective.

I love coming to work.

HOW DO YOU DESIGN
A WORKPLACE TO DRIVE
ENGAGEMENT?

*First, you think about
it differently.*

In the last two decades, technology has completely transformed the way we work and the way we think about work. In essence, we are connected to our responsibilities at all times and no longer bound to physical workplaces giving us the choice and freedom to work in many different environments, in many different ways. The changes have inevitably altered the way we think about work.



Realtor.com, Santa Clara, CA

WE'VE MOVED BEYOND THE OFFICE

*Work is an activity,
not a place.*

Workplace design addresses questions such as...

What type of amenity spaces should we have?

Should we be in an open or closed office?

What should our sustainability strategy look like?

How can space promote collaboration?

How can we fit in the space we have?

What technology do you recommend?

What's the correct square footage/person?

Should we move or stay in place?

But it also plays a key role in addressing...

How can we harness the creative potential of our people?

How do we grow and invest in future leaders?

How do we inspire new thinking?

How can our space energize our people?

How can we share knowledge?

How do we evolve our culture?

How do we make it safe and smart to take risks?

What is our 'why' and do our people believe in it?

How do we engage employees?

Redefining the Engaged Employee

Gensler's Sustained EngagementSM model addresses both organizational and individual impact using 5 key elements:



Creative Engine

Fueling the power of creativity and embracing the power of design thinking for a competitive advantage.



Better Together

Forging effectiveness and efficiencies through fostered cross-team relationships, community, and transparency.



Purpose First

Harnessing purpose to inspire and guide at every level, through shared vision and shared direction.



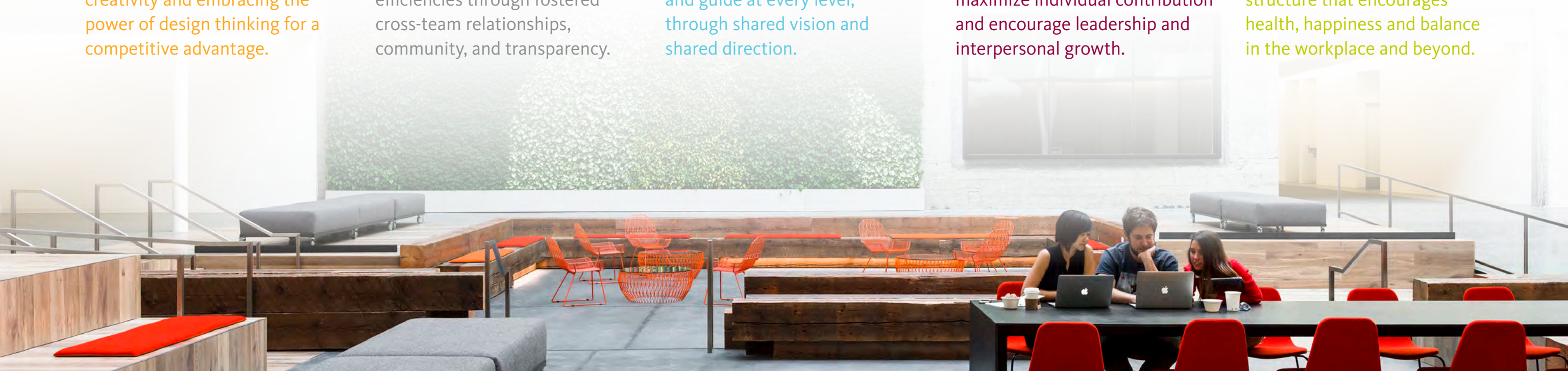
Sparked Talent

Engaging talent in ways that maximize individual contribution and encourage leadership and interpersonal growth.



Working Wellbeing

Supporting values and structure that encourages health, happiness and balance in the workplace and beyond.





Creative Engine

Game changing creativity is ignited through diversity of thought—different types of thinkers coming together to collaborate, challenge, and build off each others interesting ideas. In order to innovate, we must embrace the knowledge economy and foster cultures that are rooted in curiosity, experimentation and learning. But it's not enough just to build creative spaces.

Highly creative environments require intention supported by practice, tools and processes that help support, nurture and grow the creative spirit.



70% of UK-based employees do not have a choice in when and where they work.



83% of Americans believe that unlocking creative potential is the key to economic growth yet 44% report that they are not living up to their creative potential.

*Gensler U.S. Workplace Survey 2016
Adobe's State to Create*

Better Together

Successful relationships fuel successful business. And they fuel successful business because they compliment each other. Trust each other. Build off of each other's strengths. And mutually benefit through sharing knowledge, skills and a common goal. Though most organizations focus on forging strong ties with customers and external partners, there is also real untapped value in turning that focus inwards and nurturing relationships within your organization. In fostering the type of collaboration, mutual respect and shared successes that you aim to achieve with your external partners.



of US employees do not have a sense of community at work.

*Deloitte
Raconteur*



83% of employees feel they make better informed decisions when collaborating.



Purpose First

A strong sense of purpose isn't just good for morale, it's good for business. Whether used as a strategic starting point, a product differentiator, or an organic attractor for users and customers, purpose rallies the troops behind a shared goal, gives meaning to exercise, and shapes individual approaches to different jobs. But most importantly, it moves an organization's focus from managing people and resources to mobilizing those people and resources. Finding and voicing your purpose is a powerful and necessary pillar in creating a strong, sustainable and scalable culture.



of worldwide workers don't have a connection to their company's mission.

*Gallup
Forbes*



of worldwide workers lack meaning and significance in their work.



Sparked Talent

When growing leaders, office space is growing in importance, especially when we consider the wants and needs of the growing millennial population. Today's generation of workers wants to immediately get a sense of the office energy, what the company's culture says about how they will be treated once hired and what leadership opportunities will be afforded.

They want to feel they are an integral part of the team and that the space they are allotted reflects their value to the organization. Retention and employee engagement are among the biggest challenges facing employers today and office space can help organizations effectively communicate their company culture.



72% of US workers are not engaged in their work. Defined as essentially sleepwalking through their day.

*Gallup
Gensler Asia Workplace Survey 2016*



Asian workers in high-performance workplaces rank high in effective leadership, employee empowerment, purpose, fosters innovation, job satisfaction and workplace satisfaction.



Working Wellbeing

Having a functional work environment that enables doing your work is a great starting point. However, high performing organizations invest in engaging and energizing their people. Highly engaged employees feel energized, inspired, motivated, and empowered. How organizations energize and invest in the well being of their people is a catalyst to high productivity, innovation and sustainable competitive advantage.



1 million employees miss work each day due to workplace stress.

*Huffington Post
Gallup*



Individual wellbeing, employee engagement, and a culture of wellbeing link to important organizational outcomes such as productivity, health, and employee retention.

Harvard Business Review, Deloitte and Gensler research supports the significance of redefining how to sustain engaged employees.



Creative Engine

Allow employees to set aside time to focus on their most important priorities including long-term projects and more strategic and creative thinking.



Better Together

Give employees autonomy to choose when they work, where they do their work, and how best to get it accomplished.



Purpose First

Make it possible for employees to derive a sense of meaning from their work and to feel good about the companies for which they work.



Sparked Talent

Provide employees with ongoing opportunities to learn, develop and grow.



Working Wellbeing

Create places for employees to rest and renew during the course of the working day.

**Harvard
Business
Review**

Deloitte.

The employee-work contract has changed, compelling business leaders to build organizations that engage employees as sensitive, passionate, creative contributors.

A major element of an irresistible organization is the need to build a flexible, humane, and inclusive workplace.

Meaningful work allowing individuals to leave their unique fingerprint.

The key to success is to create a social environment where recognition can flow from peer to peer, freeing managers from being the judge and jury of employee recognition.

Engaged people need time to think, create, and rest.

Gensler

Innovative companies are 5X more likely to have workplaces that prioritize both individual and group work.

Innovators spend less time at their desks, instead collaborating and socializing in shared, communal spaces.

Innovators report more meaning and purpose in their work.

Space is a tool in the best leaders tool box. They use it to mentor, cultivate teams, and share knowledge.

Happy and healthy employees results in both Individual and organizational wellbeing.

*Harvard Business Review, Motivating People: Attributes of a Truly Great Place to Work
Deloitte, Becoming Irresistible: A new model for employee engagement
Gensler U.S. Workplace Survey 2016*

2.5X There's **2.5x** more revenue for companies with engaged employees

74% of engaged employees feel encouraged to innovate

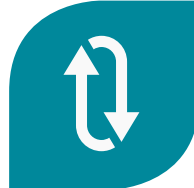
202% Companies with engaged employees outperform those without by up to **202%**

40% Engaged employees show a **40%** increase in performance

78% of engaged employees would recommend their company

92% of engaged employees are willing to go beyond the requirements of the job

 Increasing employee engagement investments by **10%** can increase profits by **\$2,400** per employee, per year

 Low engagement results in a **33%** decrease in operating income and an **11%** decrease in earning growth. However, high engagement results in a **19%** increase in operating income and **28%** increase in earnings growth.

Engagement statistics from Hay Group, Employee Incentives, AD + INC, Dale Carnegie, 15Five, Deloitte and PeopleSpark



Strengthen your business with engaged employees



Gensler Consulting

Our Consulting practice works closely with our Workplace designers to deepen their understanding of how employees use space, how a company's processes and goals can be facilitated by their workplace, how evolving technologies impact work styles, and how interaction within different industries can be supported to facilitate collaboration and the cross pollination that leads to innovation and improved employee satisfaction. Expanding on that idea, we believe in research, and value design that is performance-based and data-driven. We are educated in aesthetics, and certainly appreciate beauty, but a space that doesn't mesh with the needs of its users is a missed opportunity. To support this approach, we spend more on research than any of our peers, and engage in ongoing studies to understand the changing needs of all our client industries. Our ongoing Workplace Surveys have mapped the changes in work styles for over a decade.

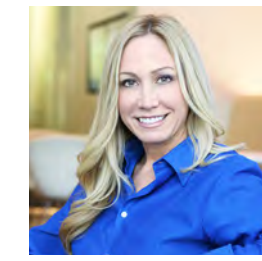
Consulting Services

- Workplace Strategy
- Workplace & User Analysis
- Organizational Strategy
- Working Wellbeing
- Change Management

About Gensler

Gensler believes in the power of design to positively affect people, organizations and communities on many different levels. We listen—to our clients, to their clients and employees, and to the multiple stakeholders involved in any project. Our process is interactive and truly client-centric because we know that the more collaborative we are, the more value clients gain from the power of design. For 50 years, Gensler has been a pioneer in creating great places that enhance the quality of work and life.

Author



Deanna Siller
Principal, Regional Consulting Director
deanna_siller@gensler.com
gensler.com/consulting

Deanna is a principal in Gensler's Washington, DC office and a leader of the firm's global Consulting practice. She approaches each project with an understanding of how design can impact business performance. A trusted advisor to her clients, she brings strategic insights that result in innovative and powerful strategies to differentiate user experiences and foster human connections. Deanna focuses on global trends, research, user insights, and design thinking to establish thoughtful approaches in change management, workplace strategy, stakeholder engagement and strategic communications for her clients.

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Washington DC

Deanna Siller

Principal, Regional Consulting Director

2020 K Street NW, Washington, DC 20006

202.263.5406

deanna_siller@gensler.com

gensler.com/consulting