Why should I listen to you?
How global trends affect employee communications and engagement

PRSA CONNECT 13 ENGAGING THE SOCIAL WORKFORCE

SCOTT SPREIER HAY GROUP
Has leadership lost its mojo, and has employee communication ‘jumped the shark?’
“Work sucks!”
Today: Doing a lot more with a lot less.

**Fortune 500 companies**

- Increase in productivity (sales per employee) since 2005: 23%
- Average increase in Fortune 500 earnings over past year: 16.4%
- Average of wage increases: 2%
- Increase in hiring since 2007: <1%
## Subtle but significant shift in organizational dynamics

<table>
<thead>
<tr>
<th>All-consuming emphasis on results</th>
<th>Focus on managing outcomes instead of leading people</th>
<th>Flattening of organizational structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Role creep&quot;</td>
<td>Survival versus satisfaction mind-set</td>
<td>Decline in trust, credibility and loyalty</td>
</tr>
</tbody>
</table>
A growing emphasis on coercive leadership

Source: Hay Group
For many, a demotivating climate

53% of people are working in a demotivating climate

Climate categories: 2011

- Demotivating: 53%
- High performing: 21%
- Energizing: 13%
- Neutral: 13%

Source: Hay Group
A faltering faith in our leaders

2011

- Academic or expert: 70%
- Technical expert in the company: 64%
- Financial or industry analyst: 53%
- NGO representative: 47%
- A person like yourself: 43%
- Government official or regulator: 43%
- Regular employee: 34%

2012

- Academic or expert: 68%
- Technical expert in the company: 66%
- CEO: 50%
- A person like yourself: 65%
- Regular employee: 50%
- NGO representative: 50%
- Financial or industry analyst: 46%
- CEO: 38%
- Government official or regulator: 29%

Source: Edelman 2012 All rights reserved

Greatest increase since 2004: +22
Biggest declines in Barometer history: -12, -14
The future looks even stranger
### Megatrend 1: Globalization 2.0

**Characteristics**
- Complex inter-relationships
- Rise of a global middle class
- Global versus local tensions

**Consequences**
- Increased cross-boundary leadership and collaboration
- Cross-cultural assignments
- Broader knowledge of local/global issues
## Megatrend 2: Climate change and environmental impact

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Consequences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rising CO2 emissions and temperatures</td>
<td>Greater environmental responsibility and accountability</td>
</tr>
<tr>
<td>Environmental problems; growing industrial and residential waste</td>
<td>Rising investment in clean technology</td>
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<tr>
<td>Scarcity of strategic resources</td>
<td></td>
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</tbody>
</table>

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Megatrend 3: Demographic change

Characteristics
- World population growing and aging, demographic imbalances
- Increasing migration; will drive cultural diversity
- Aging society demands generational leadership

Consequences
- Huge demand for leaders in China
- Aging European society has economic impact, felt globally
- War for talent, brain drain, brain cycle
Megatrend 4: Individualization and ‘value pluralism’

Characteristics
- Individualism as a global phenomenon
- Value pluralism
- Rise of the creative class

Consequences
- Temporary loyalty
- Importance of individual’s role in social networks critical
- Leaders must really lead
- Communication must become dynamic and specific
Megatrend 5: Digital lifestyle and work

**Characteristics**
- Individuals are ‘always on’
- Information immediately accessible
- Truth is relative

**Consequences**
- Competing narratives
- Blurring of public/private divide
- Declining positional power
- Rising digital anarchy
- The emergence of the “disenfranchised digital actor”
1. Focus on the narrative, not just the numbers
2. Replace spinning and framing with ‘contextual transparency’
A growing polarization of perspective

Source: The political blogosphere and the 2004 U.S. election: divided they blog, Lada Adamic, Natalie Glance
3. Stop trying to control the message
Navigating reality just got harder

1. The formal
2. The informal
3. The action
4. Align what you say with what you do
Alignment drives results

- Shared purpose and values
- Organizational messages and reinforcements
- Actions and behaviors
- Climate

Results
5. Help your leaders unleash their ‘inner pirates’
Behaviors of future leaders

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visionary</td>
<td>Self-management</td>
</tr>
<tr>
<td>Patriotic steward</td>
<td>Cross-functional perspective</td>
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<tr>
<td>Self-aware learner</td>
<td>Enterprise perspective</td>
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<tr>
<td>Team leader</td>
<td>Matrix influencing</td>
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<tr>
<td>Teacher/mentor</td>
<td>Customer perspective</td>
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<tr>
<td>Team builder</td>
<td>Enabling collaborative solutions</td>
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<tr>
<td>Navigator</td>
<td></td>
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<tr>
<td>Relationship builder</td>
<td></td>
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<tr>
<td>Collaborator</td>
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</tbody>
</table>
Pirate AI: The art of running stop signs

INT: Was what you did unusual?
AL: Oh, it was absolutely unusual. *(laughing)*

INT: What were you thinking?
AL: I gotta get this done. No isn't an answer. What's my path of least resistance?