

# Why should I listen to you?

How global trends affect employee communications and engagement

PRSA CONNECT 13 ENGAGING THE SOCIAL WORKFORCE

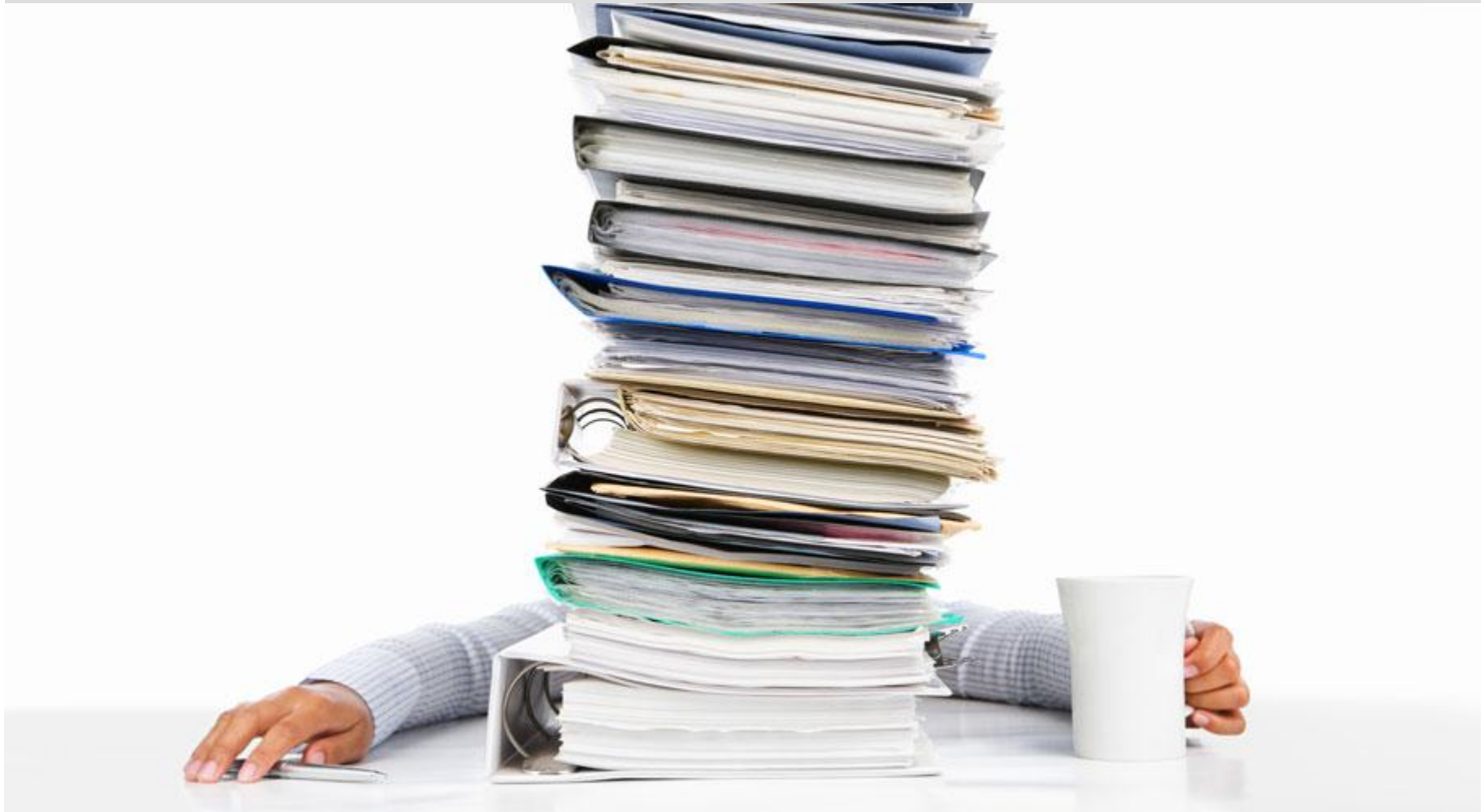
SCOTT SPREIER HAY GROUP



# Has leadership lost its mojo, and has employee communication 'jumped the shark?'



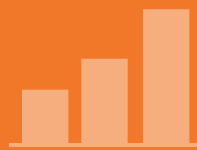
“Work sucks!”



# 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

All-consuming  
emphasis on  
**results**

Focus on  
**managing  
outcomes** instead  
of leading people

**Flattening** of  
organizational  
structures

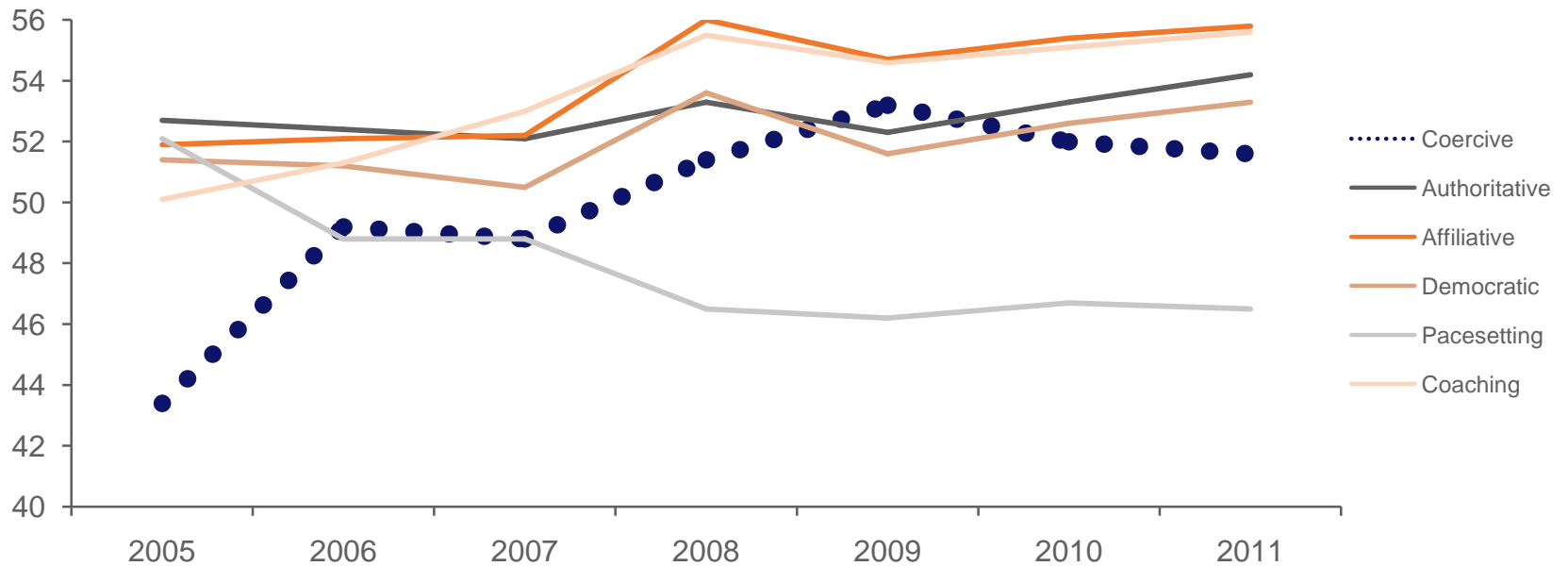
**"Role creep"**

Survival versus  
satisfaction  
**mind-set**

**Decline** in  
trust, credibility and  
loyalty



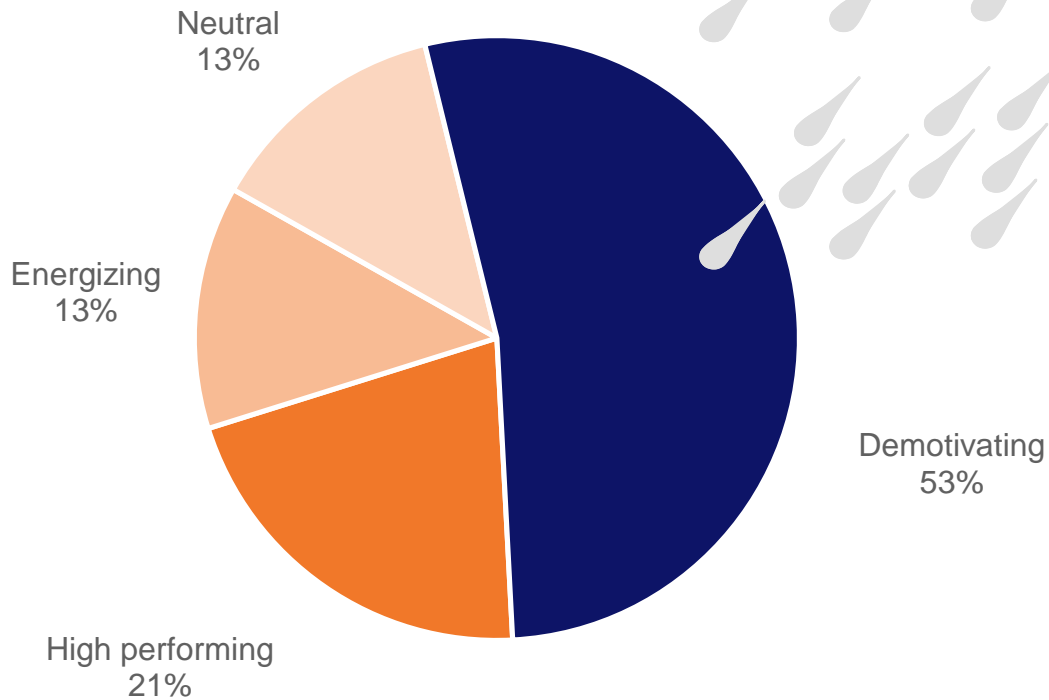
# A growing emphasis on coercive leadership



Source: Hay Group

# For many, a demotivating climate

## Climate categories: 2011



**53%**  
of people are  
working in a  
**demotivating**  
climate

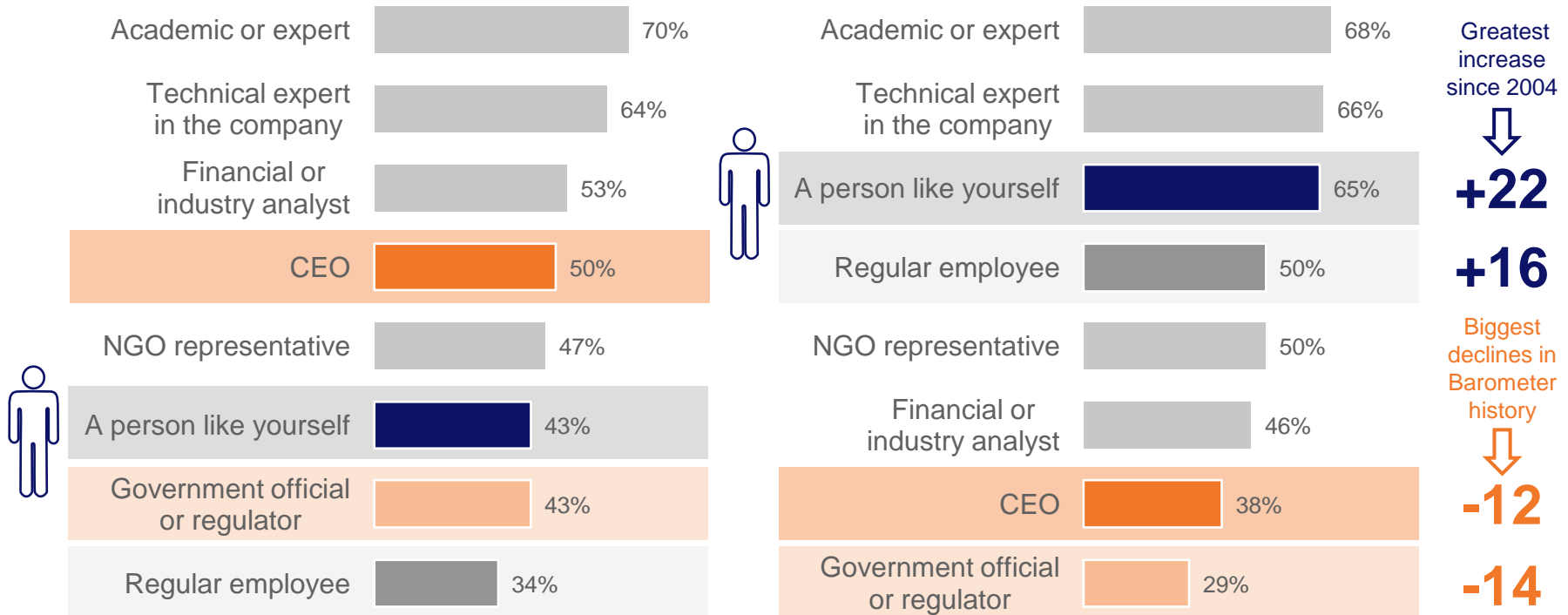
Source: Hay Group

# A faltering faith in our leaders

## 2011

### Measuring Trust

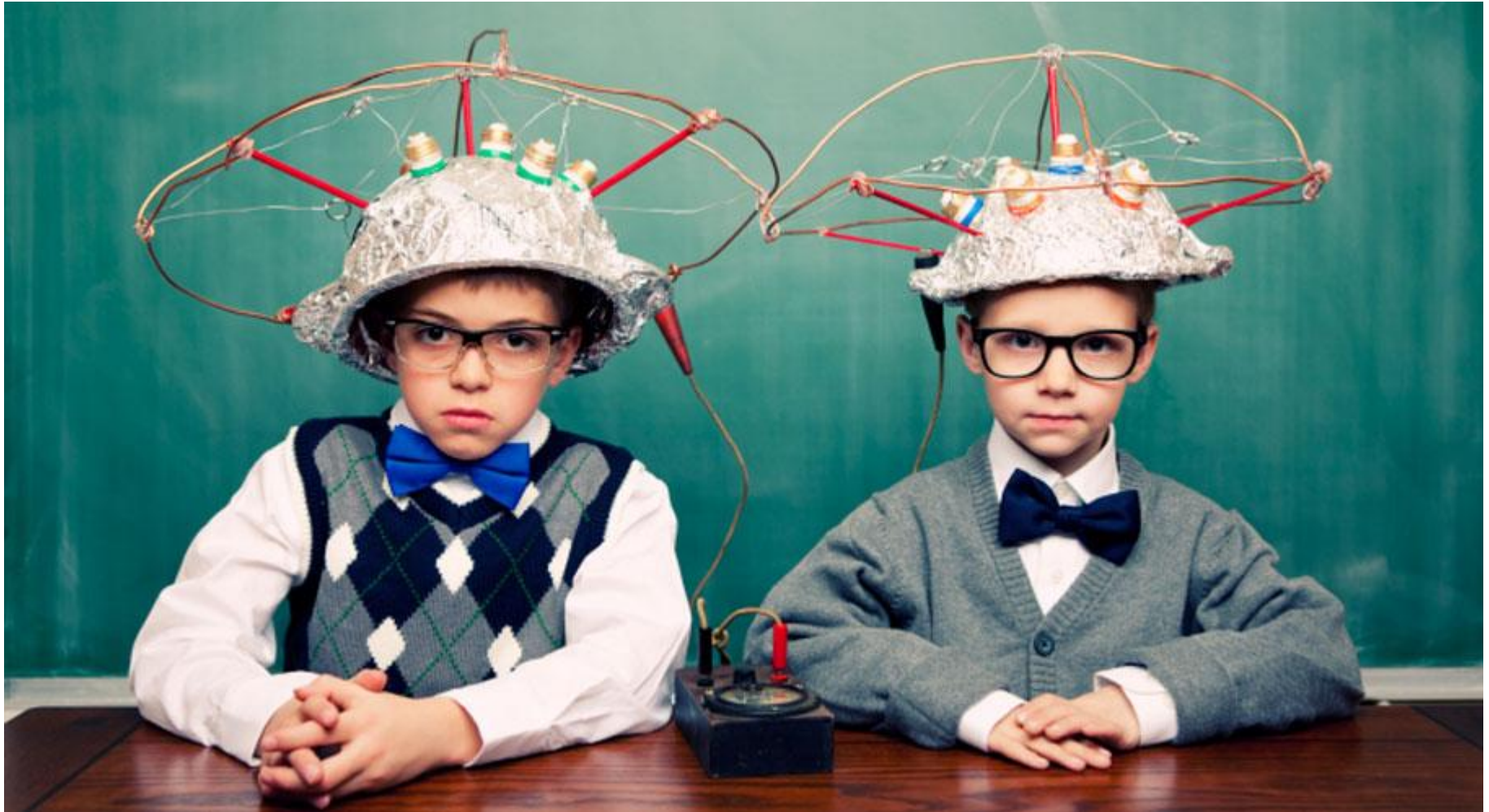
## 2012



Source: Edelman 2012 All rights reserved



# 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

## Characteristics



- Rising CO2 emissions and temperatures
- Environmental problems; growing industrial and residential waste
- Scarcity of strategic resources

## Consequences



- Greater environmental responsibility and accountability
- Rising investment in clean technology

# 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



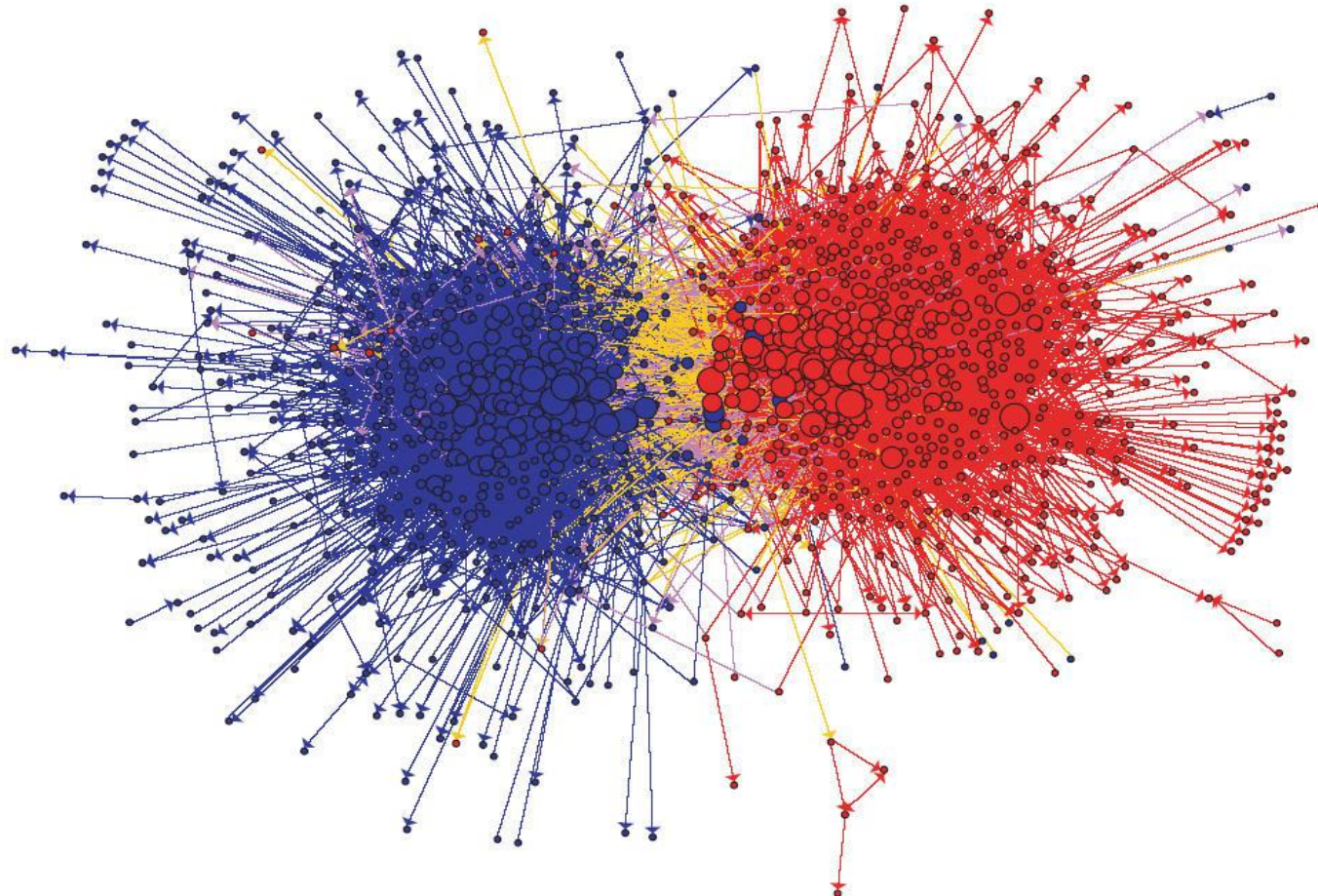
- Competing narratives
- Blurring of public/private divide
- Declining positional power
- Rising digital anarchy
- The emergence of the "disenfranchised digital actor"

1. Focus on the  
**narrative**, not just  
the **numbers**

2. Replace spinning  
and framing with  
'contextual  
transparency'



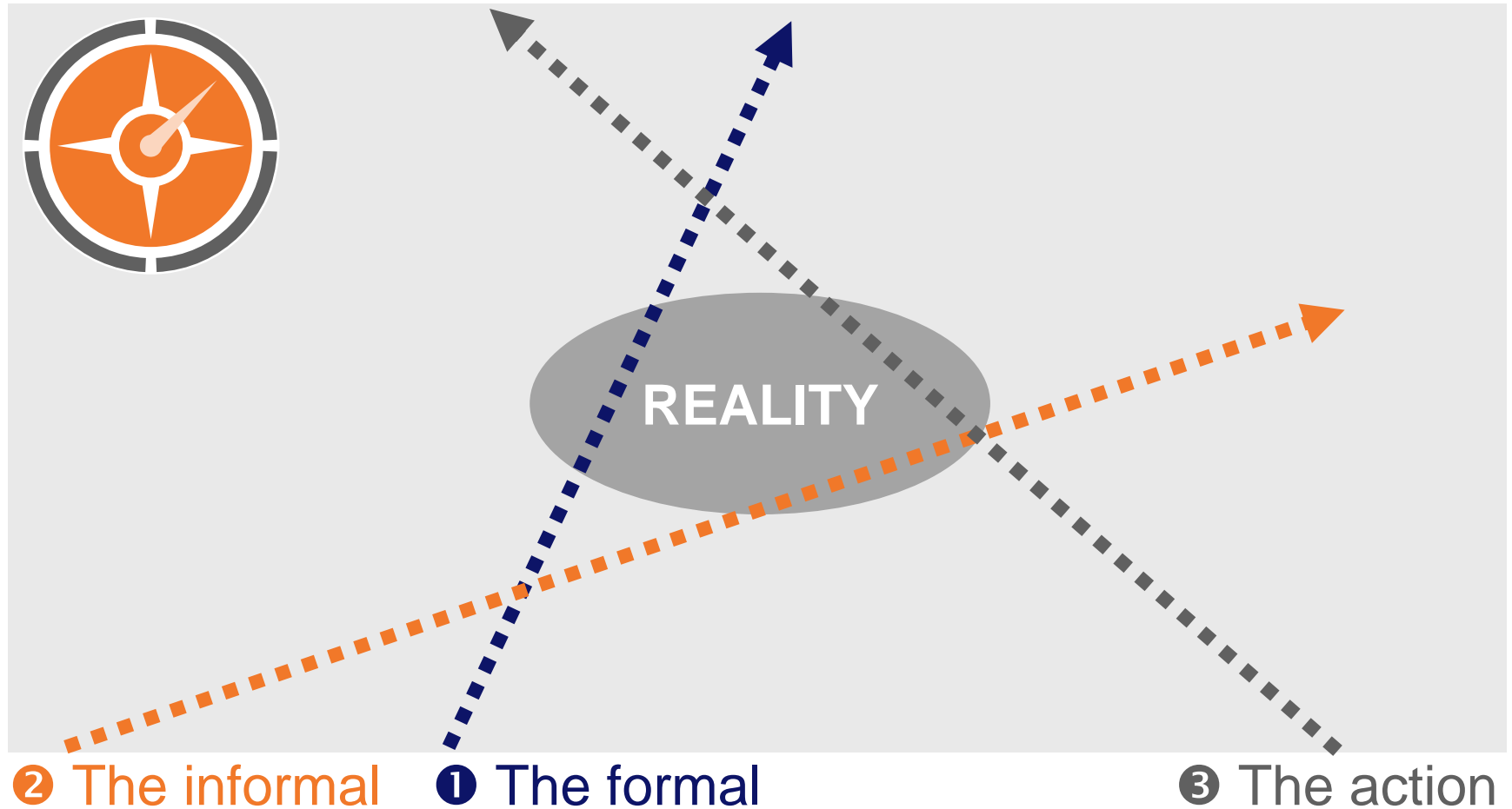
# A growing polarization of perspective



Source: The political blogosphere and the 2004 U.S. election: divided they blog, Lada Adamic, Natalie Glance

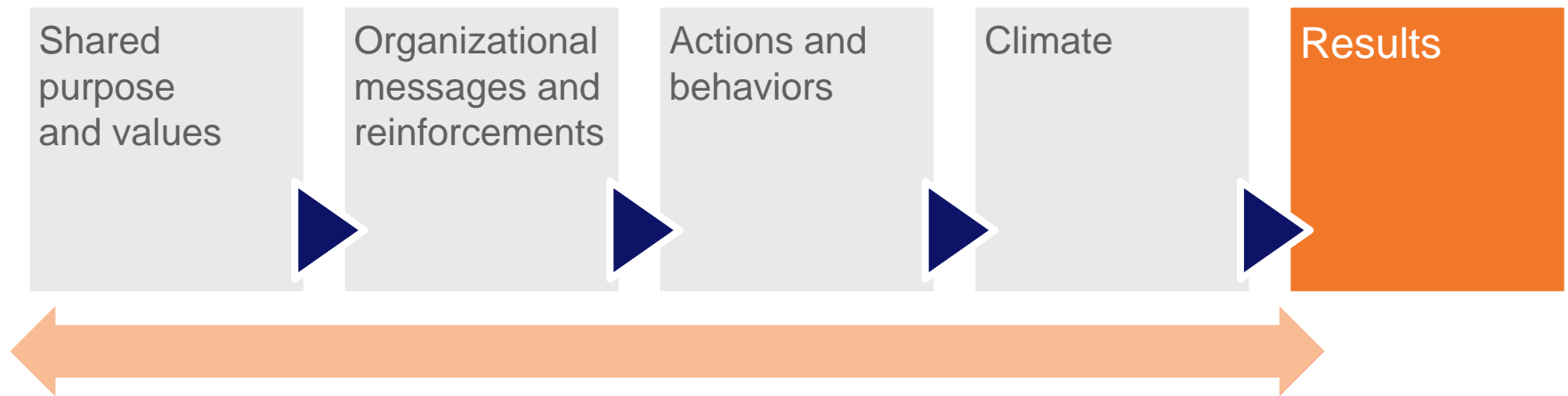
3. Stop trying to  
**control** the  
message

# Navigating reality just got harder



4. Align what  
you **say** with  
what you **do**

# Alignment drives results



5. Help your  
leaders  
unleash their  
'inner pirates'

# Behaviors of future leaders

## Innovation

- Visionary
- Patriotic steward
- Self-aware learner
- Team leader
- Teacher/mentor
- Team builder
- Navigator
- Relationship builder
- Collaborator

## Matrix

- Self-management
- Cross-functional perspective
- Enterprise perspective
- Matrix influencing
- Customer perspective
- Enabling collaborative solutions

# 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?

