

Values Driven Employee Engagement Strategy

Community Event
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1

What is Employee Engagement

What is Employee Engagement?

1. The level of commitment and passion employees have toward their jobs and the organization. - SHRM
2. Employee engagement involves a deep emotional commitment where employees give discretionary effort, aligning their personal goals with organizational values and objectives. - Dave Ulrich
3. The extent to which employees bring their “whole selves” to work, actively investing cognitive, emotional, and physical energies. - Harvard

My version

“Employee Engagement is an organizational and employee-driven commitment to create a culture that promotes growth, achievement, wellbeing, and organizational & its peoples’ values.”



2

Practices that Have Shaped Employee Engagement & their Impact

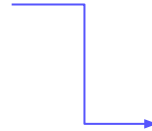
Practices that have shaped Employee Engagement & their Impact

Org. Values Driven Employee Engagement
- Shaped by Leadership

Cascading Leadership Principles - Top
Down Approach

Shaping Culture & People Programs - The
Way We Work

Expected “Followership” - Expectation of
alignment



Misalignment of Values - Gaps in org. &
employee values

Top-Down Disconnect - Exclusion of
employees and disengagement

Business-Focused Programs - Org. focused

Forced Compliance - Pressured to adhere

The Impact

"According to Gallup's 2024 employee engagement study, several key statistics indicate a worrying decline in employee engagement both in the U.S. and globally".

23%

Only 23% of employees worldwide are engaged.

62%

Of employees are "not engaged". Referred as "quite quitting".

15%

Of employees are "actively disengaged". Referred as "loud quitting".



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Causes & Modern Employee Engagement

What is causing the change?

Driven by the CHANGE



A Multigenerational Shift: The workforce today is made up of multiple generations working side by side.

The Rise of Authenticity: Employees now seek to bring their whole, authentic selves to work.

Beyond the 9-to-5: The modern workforce cares deeply about the company's mission, values, and social stance.

Desire for Empowerment: Today's employees want more than just tasks; they want to influence decisions.

Increased Awareness & Consciousness: With access to more information, today's workforce is more informed and conscious about ethical issues, sustainability, and equality.

How does modern employee engagement look like?

Values Drive. But NOT Just Organizational.

Co-Creation is Everything

Agile & Customized

Productized

Values Drive. But NOT Just Organizational: Engagement now requires a blend of organizational and personal values.

Co-Creation is Everything: Employees want to be part of the decision-making process, particularly around career growth and development opportunities.

Agile & Customized: People programs need to be adaptable to changing workforce priorities. Agile frameworks ensure that programs can evolve systematically when required without losing focus or direction.

Productize People Programs: Treat talent initiatives like customizable products, offering employees choice and control.



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Case Study: Implementing Values-driven Engagement at InnovateTech

About InnovateTech

Company Overview

Founded: 20 years ago

Industry: Technology

Size: ~2,000 employees

Global Presence: Offices in North America, Europe, and Asia

Key Focus: Software development and enterprise solutions

Reputation: Known for innovation and agile methodologies

Employee Engagement Challenges

Declining Engagement Scores: Scores have consistently dropped over the last 5 years, with a sharp decline post-COVID.

Employee Engagement Survey Indicates -

1. **Trust in Processes:** Employees lack trust in the company's performance management and promotion processes.
2. **DE&I Concerns:** Employees feel the company needs to improve its DE&I efforts.
3. **Career Growth & Learning:** There's an increased demand for better learning & development opportunities to support career advancement.
4. **Managerial Effectiveness:** Declining manager scores indicate the need for better leadership support and manager development.

Let's revamp the employee engagement strategy to build a values driven employee engagement strategy!

In that context, what is your next step in revamping employee engagement strategy?

- a. Go back and check what is wrong with all people strategies and try to fix them by myself.
- b. Identify the core values that shape the organization & reflect the evolving workforce's needs & aspirations.
- c. Create new development and DE&I programs.



Engagement at InnovateTech

The Foundation of Values-Driven Engagement at InnovateTech

Step 1: Align Organizational & Employee Values

Description: Start by identifying the core values that shape the organization and reflect the evolving workforce's needs and aspirations.

How: Conduct employee surveys, focus groups, and leadership discussions to identify shared values between the organization and employees.

Result: InnovateTech aligned its core values of innovation, sustainability, and inclusivity with employee values like flexibility, well-being, and community impact.

Step 2: Define How Values Drive People Programs

Description: Embed these values into all HR functions. These Values to dictate the design of talent programs.

How: Ensure values are a key criteria when designing & evaluating the success of people programs.

Result: InnovateTech embedded the value of innovation into its career growth programs by encouraging continuous learning, and sustainability by creating eco-conscious workplace policies.

This led to creation of Employee Resource Groups (ERGs) focusing on Well-being, Community Impact, and Office Experience.

Step 3: Communicate Values Consistently

Description: Communication is key. Regularly reinforce how these values manifest in everyday work.

How: Build communication channels where values-driven successes are shared transparently.

Result: InnovateTech used town hall meetings, newsletters, and social media to celebrate employees who demonstrate core values, both business and employee.

Developing Employee Engagement Strategy at InnovateTech

Activating Co-Creation & Customization in Engagement Strategy

Step 4: Co-creating Programs with Employees

Description: Involve employees in the design of engagement programs, ensuring they feel ownership and alignment with personal values.

How: At InnovateTech, employees participated in "innovation workshops" where they co-design learning pathways and career growth opportunities.

Result: InnovateTech aligned its core values of innovation, sustainability, and inclusivity with employee values like flexibility, well-being, and community impact.

Step 5: Customization to Drive Personal Relevance

Description: Allow employees to personalize their benefits, career paths, and involvement.

How: Implement digital tools that allow employees to easily choose and customize elements of their employment experience, from benefits to development opportunities.

Result: InnovateTech allowed employees to select from customizable benefits packages, choose their preferred learning formats, and participate in stretch projects that resonated with their values.

Step 6: Review & Adjust Continuously

Description: Engagement strategies should be dynamic, adapting to shifting business and employee priorities.

How: Incorporate agile methodologies to review and iterate on engagement strategies regularly.

Result: InnovateTech conducts quarterly pulse surveys to understand changing employee priorities and adjusts programs accordingly, ensuring ongoing alignment.



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Get Started with your Employee Engagement Strategy

Questions to ask yourself

1. What employee engagement means to you and your HR team?
2. What is the current state of employee engagement in my organization?
If you have the data, study it.
3. Is your employee engagement strategy top down or is co-created with employees?
4. How are you factoring in “employee needs” when managing various employee development programs such as performance management, promotion programs, benefits strategies?



**Any questions?
Ask away!**