



**THE POWER OF ENGAGEMENT**

**参与的力量**

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# WHY ENGAGEMENT?

## 为什么要强调参与？

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- Greater inspiration
- 更强大的激发
- More discretionary effort
- 赢得更多自发主动的努力
- Sharper consumer focus
- 提高消费者对品牌的关注



# MEANING OF ENGAGEMENT

## 参与度的意义

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- Emotional commitment employees have for the company's mission, the workplace and the manager they work for.
- 投入了身心承诺的员工会为公司的使命，工作场所，还有他们的管理者而工作。

# CHARACTERISTICS OF AN ENGAGED EMPLOYEE

## 有参与性的员工特点

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■Enjoyment      快乐

■Belief          相信

■Value          价值



Source: Gallup



# ENGAGED EMPLOYEES WILL IMPACT

## 让员工参与将会影响

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✓ CUSTOMER RATINGS      顾客满意

✓ PROFITABILITY      收益提升

✓ PRODUCTIVITY      产能增加

✓ RETENTION      流失降低



Source: Gallup

# STATE OF GLOBAL ENGAGEMENT

## 全球参与度情况

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- ...13% of employees across 142 countries worldwide are fully engaged.

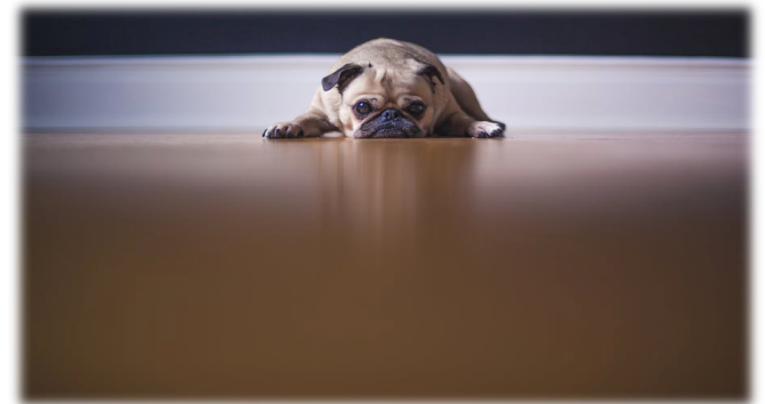
在全世界142个国家里，有13%的员工能全身心参与

- ...30% of all U.S. employees are fully engaged.

30%的美国员工能全身心参与

- ...6% of all Chinese employees are fully engaged.

6%的中国员工能全身心参与



# ENGAGEMENT DRIVES GROWTH

## 参与驱动成长

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When organizations successfully engage their customers and their employees, they can outperform their competitors by 202%

当组织成功的让顾客和员工投入身心后  
组织将取得超越竞争对手  
202%的卓越表现



Source: Gallup

# LEADERSHIP & ENGAGEMENT

## 领导力与参与度

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- Managers are uniquely positioned to influence and inspire employee engagement and actions

管理者独一无二的定位和作用，  
就是用来影响并激励员工  
投入身心并主动行动。



Source: Gallup

# LEADERSHIP & ENGAGEMENT

## 领导力与参与度

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- Employee perceptions of their primary manager influences about 70% of their engagement  
员工参与度的高低，有70%取决于他们对直属上司领导力的感受。
- Co-workers' attitudes and other factors account for the remaining 30%  
另外30%来自于同事们的态度和其他因素

# TABLE DISCUSSION

## 耐克的案例研讨

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How would you describe level of engagement at Xincheng New Materials today?

您如何评价今天新成新材料公司员工的参与度程度？





# 4 STAGES OF EMPLOYEE ENGAGEMENT

## 参与感形成的四部曲

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# **1 - WHAT DO I GET FROM THIS ROLE?**

## **在工作的角色里，我需要获得什么？**

- Clear expectations
- 清晰的期待
- Tools and resources
- 工具和资源



Source: Gallup

*dreamstime*

## 2 - HOW AM I CONTRIBUTING?

### 我如何才能为公司贡献力量

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- Opportunity to do the BEST
- 我能做到最好的可能性
- Receive recognition
- 能收到认可
- Someone cares
- 某人在乎我的贡献



### 3 - DO I BELONG?

## 我在工作场所有归属感吗？

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- My opinion matters
- 我的意见很重要
- My job is important to the company
- 我的工作对公司很重要
- Committed colleagues
- 投入了身心的同事
- Best friend
- 最好的朋友



Source: Gallup

## 4 - AM I DEVELOPING?

### 我有成长和发展吗？

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- Discuss progress
- 讨论进展
- Opportunity to learn and grow
- 学习和成长的机会
- Development is encouraged
- 鼓励你的成长与发展



Source: Gallup

# 5 BEST PRACTICES

## 耐克的案例研讨

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1. Provide focus and direction  
提供专注点和方向
2. Ensure your employees have what they need to do their job  
确保你的员工得到开展工作所需的资源
3. Focus on strengths  
专注在优势上
4. Consistently recognize achievements  
持续的认可员工所取得的成就
5. Encourage ideas and opinions  
鼓励想法和意见



# TABLE DISCUSSION

## 耐克的案例研讨

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- As an executive leader, what are some things you can do immediately to focus on increasing engagement levels of your employees?
- 做为一个领导者，对于激发员工在工作中投入身心，你能做的事情有哪些？



**THANK YOU**