



# How work ~~can~~ <sup>must</sup> change

Glenn Elliott

**hello**



**#nerd**

**#bigner**

**#introvertednerd**







# The Peter Principle



# Peter Principle



Advancement in position is based on the candidate's performance in his or her previous roles rather than performance in current role.

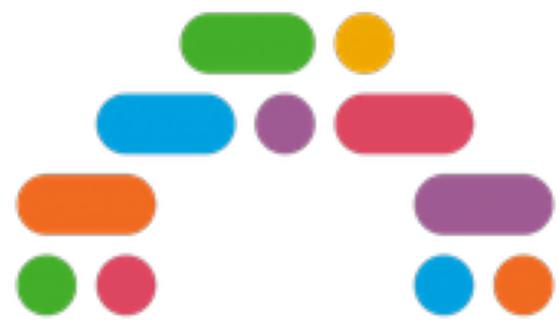












Reward **Gateway**  
the employee engagement people



**Let's make the  
world a better  
place to work**

**CEO**

**responsible for  
growth**

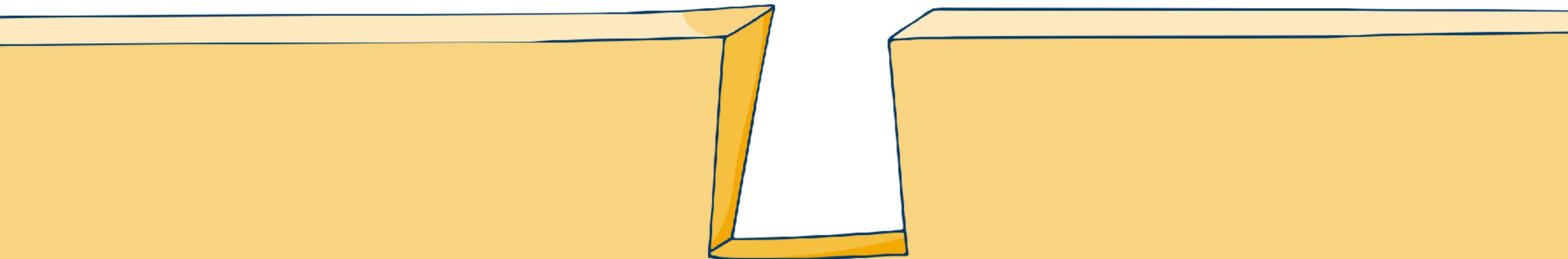
**people + product = growth**

**people = product = growth**



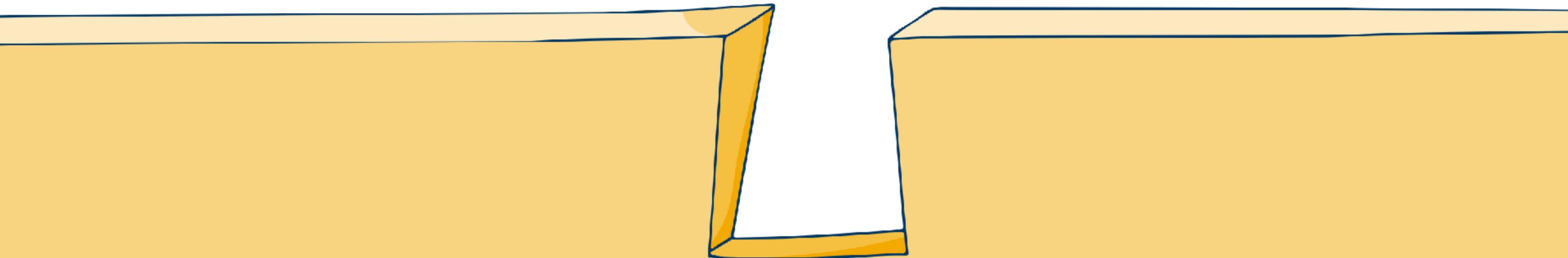
# 71%

“of leaders say **employee engagement is critical** to the success of my organisation”



“of the same leaders  
say my workforce is  
**highly engaged**”

**24%**



# CEO's know we have an engagement gap

71%

24%

“of leaders say **employee engagement is critical** to the success of my organisation”

“of the same leaders say my workforce is **highly engaged**”

GALLUP®

**70%** US workers are **not engaged**

**24%** Workers globally are **actively disengaged**

**51%** Of our people are **looking for a new job**

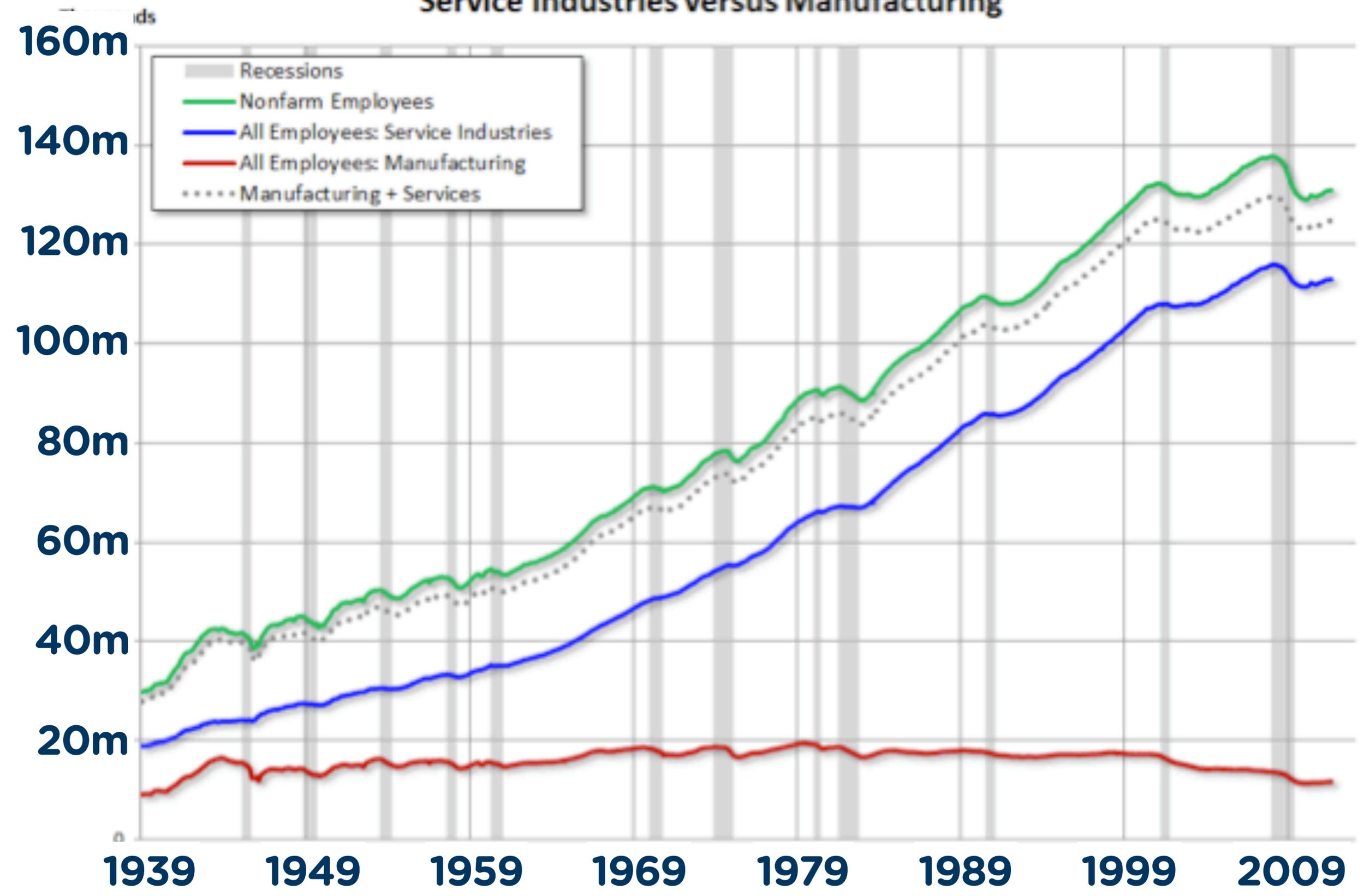


we've never needed our  
**people on side** more

# Employment Numbers Since 1939

## Service Industries versus Manufacturing

dshort.com  
September 2011

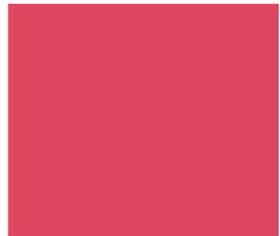




38 years



13 years



4 years



3 years

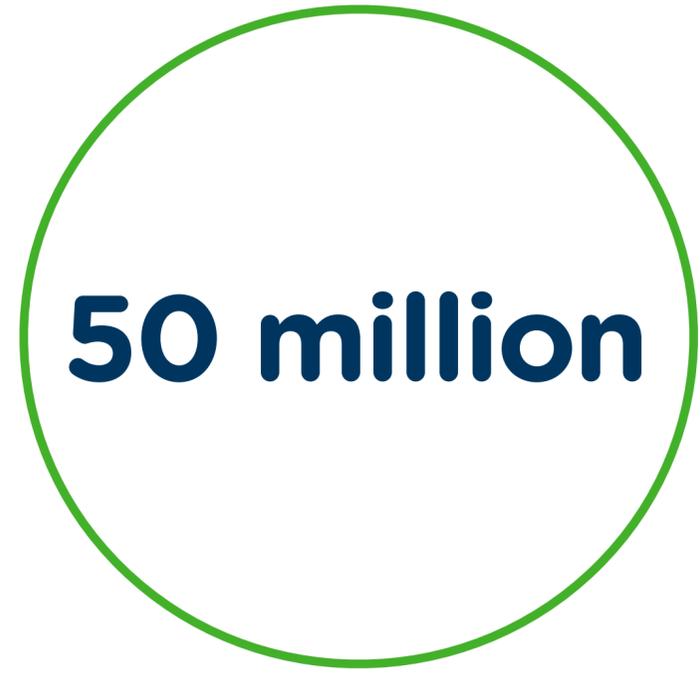


1 years



0.75 years

Time to reach **50 million** users



**NOKIA**

**BORDERS**



**BlackBerry**



**We've been talking about  
engagement for 30 years.**

**At best**

**1%**

**Engagement  
increase per year**

GALLUP®

AON

GREAT  
PLACE  
TO  
WORK®

**organisational health**  
**employee experience**  
**employee engagement**  
**employer branding**  
**company culture**

**this makes NO SENSE**





**2x**  
**Stock Market Returns**

**HALF**  
**Employee Turnover**

**Innovate**  
**Better Customer Results**



We're asking the  
**wrong questions**

## **We ask**

How can I get my employees to engage?

How can I get my people to be more innovative?

How do I get my staff to feel empowered?

How do I get my colleagues to be nicer to each other

## **We ask**

How can I get my employees to engage?

How can I get my people to be more innovative?

How do I get my staff to feel empowered?

How do I get my colleagues to be nicer to each other

## **We need to ask**

**How do I make our jobs engaging?**

**What is stopping creativity in our business**

**How do I stop disempowering our people?**

**What is making our employees feel in competition with each other?**

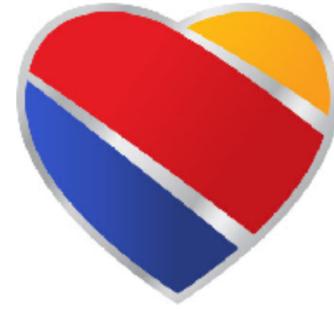


**The problem isn't our people.  
The problem is our organizations.**





The best companies do things differently.





They succeeded by focussing on the  
**inputs** to engagement .

They **change** how they do business



# The Engagement Bridge

Open & Honest Communication

51%

of employees don't  
trust their CEO







**[open.buffer.com](https://open.buffer.com)**

Purpose, Mission and Values

Open & Honest Communication

MORE THAN ONE MILLION COPIES SOLD

# BUILT TO LAST

SUCCESSFUL HABITS OF  
VISIONARY COMPANIES

**JIM COLLINS**

(Bestselling author of **GOOD TO GREAT**)

**JERRY I. PORRAS**

#1 BESTSELLER  
THREE MILLION COPIES SOLD

Why Some Companies  
Make the Leap...  
and Others Don't

# GOOD TO GREAT

**JIM COLLINS**

Coauthor of the bestselling  
**BUILT TO LAST**

74%

of candidates want  
a job where they  
**feel like their work  
matters**

Linked 

# Interface

Ray C. Anderson Plant



Leadership

Management

Purpose, Mission and Values

Open & Honest Communication

70%

of the variance in  
employee engagement  
scores is related to  
managers and  
management **practice**

GALLUP® HayGroup®

# EMPLOYEE HANDBOOK

Optional items are set  
uses (0.1mm or larger).

The allowance covers  
the type of frame

**NETFLIX**

**NETFLIX**

# Great Workplace is *Stunning Colleagues*

Great workplace is *not* espresso, lush benefits, sushi lunches, grand parties, or nice offices

We do some of these things, but only if they are efficient at attracting and retaining stunning colleagues

# Increase Talent Density

**NETFLIX**

*% High Performance Employees*



- Top of market compensation
- Attract high-value people through freedom to make big impact
- Be demanding about high performance culture

Recognition

Job Design

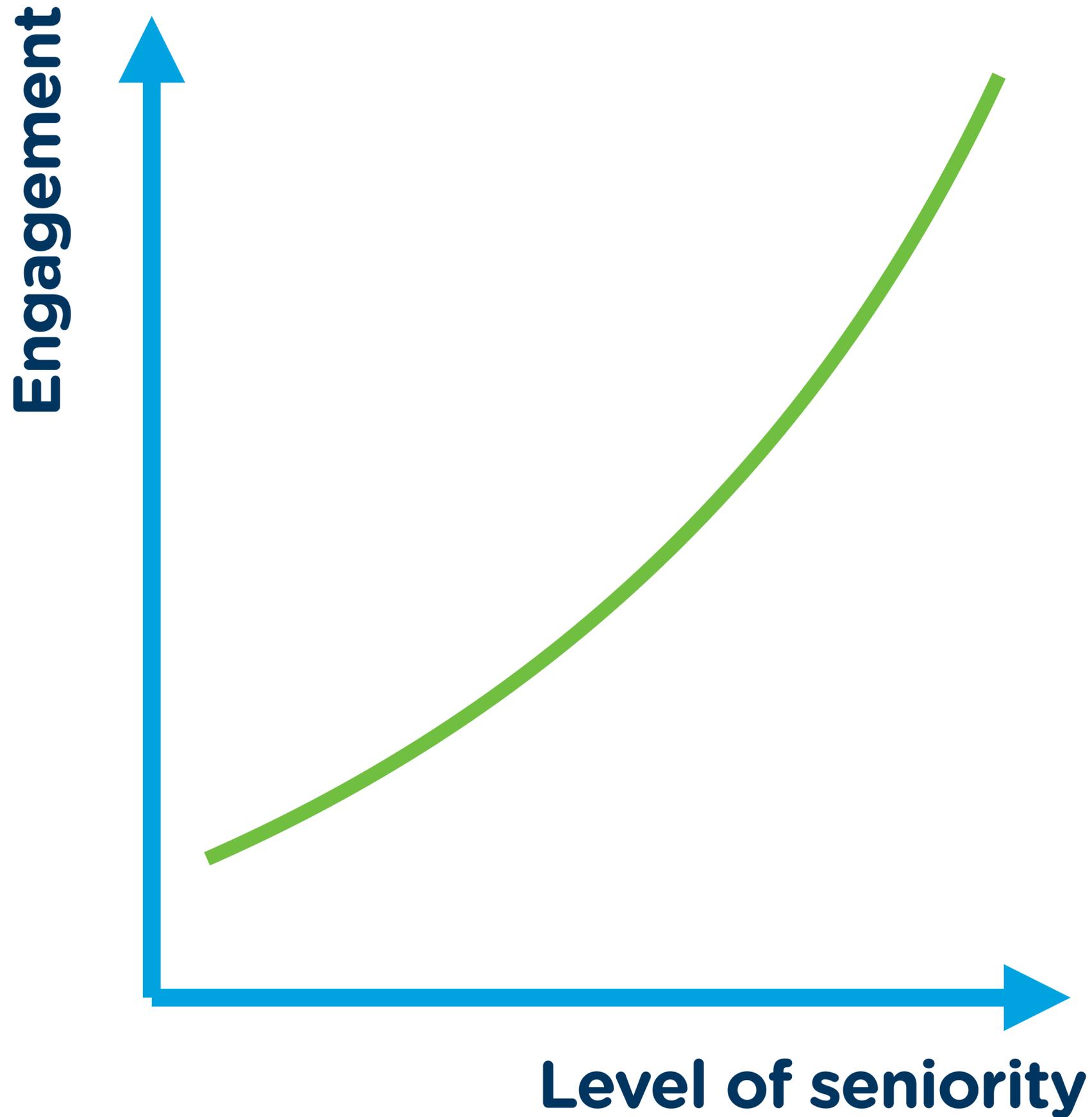
Learning

Leadership

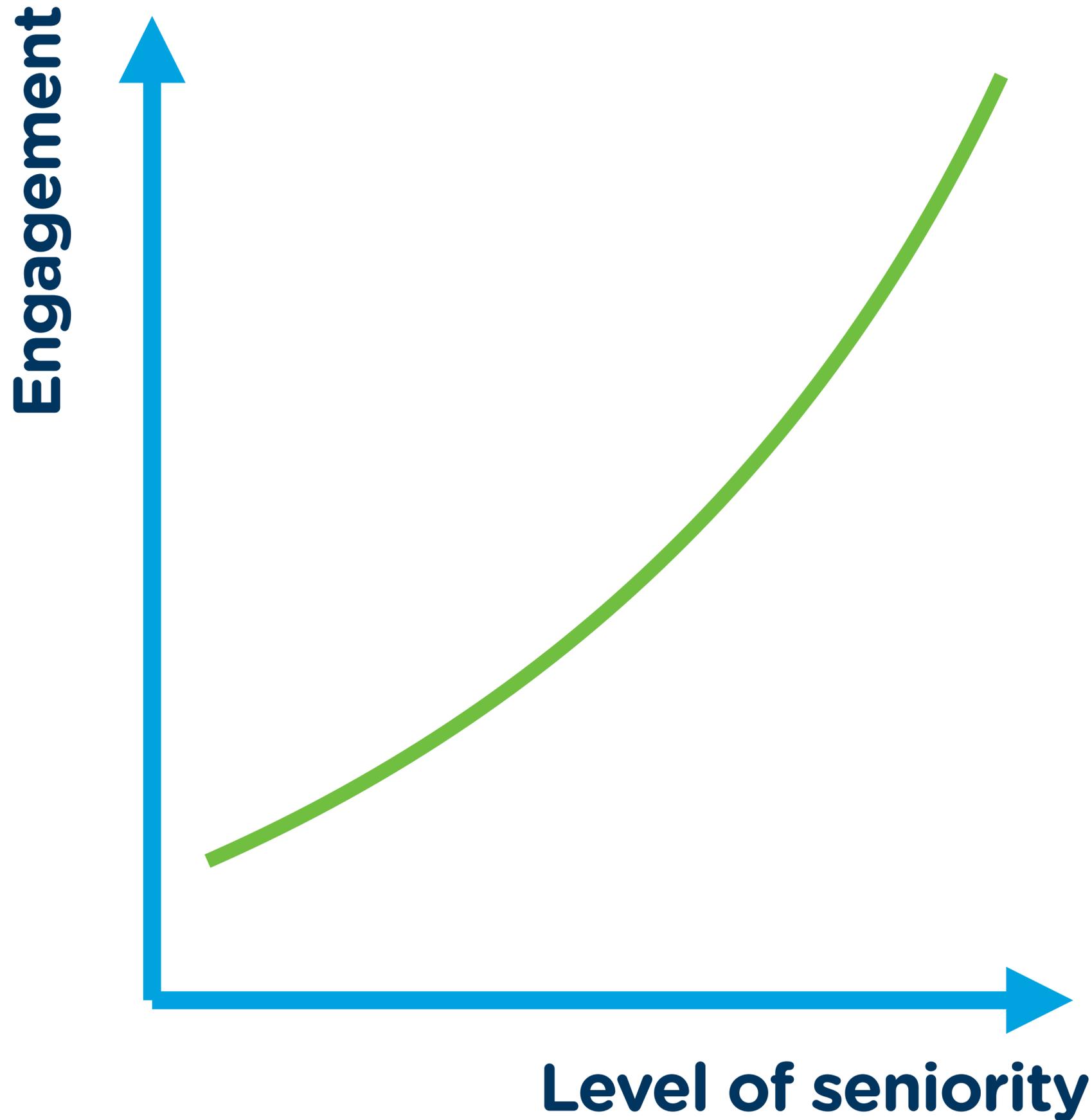
Management

Purpose, Mission and Values

Open & Honest Communication



Engagement increases  
as you move up the  
organisational hierarchy



Engagement increases as you move up the organisational hierarchy

**/ Freedom, autonomy & accountability**

**\$46 billion**

87%

**is spent recognising  
tenure.**

Bersin by Deloitte.

but **78%** of employees don't  
feel recognised

Bersin by **Deloitte**.

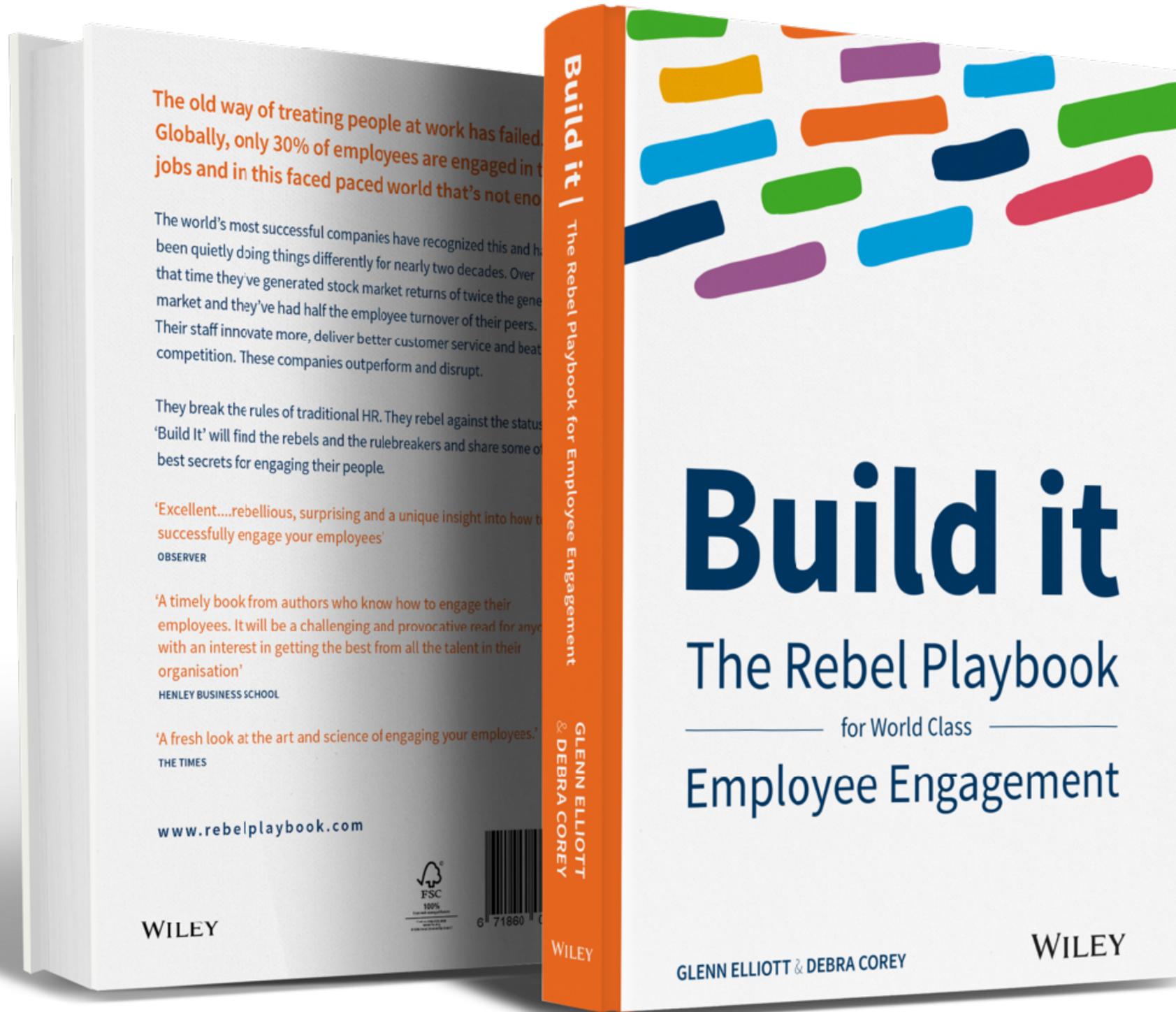
we are **wasting** all the tenure money



Ready join the movement?

Workshop 9:30 Friday  
Places Limited





The old way of treating people at work has failed. Globally, only 30% of employees are engaged in their jobs and in this fast paced world that's not enough.

The world's most successful companies have recognized this and have been quietly doing things differently for nearly two decades. Over that time they've generated stock market returns of twice the general market and they've had half the employee turnover of their peers. Their staff innovate more, deliver better customer service and beat their competition. These companies outperform and disrupt.

They break the rules of traditional HR. They rebel against the status quo. 'Build It' will find the rebels and the rulebreakers and share some of their best secrets for engaging their people.

'Excellent....rebellious, surprising and a unique insight into how to successfully engage your employees'  
OBSERVER

'A timely book from authors who know how to engage their employees. It will be a challenging and provocative read for anyone with an interest in getting the best from all the talent in their organisation'  
HENLEY BUSINESS SCHOOL

'A fresh look at the art and science of engaging your employees.'  
THE TIMES

[www.rebelplaybook.com](http://www.rebelplaybook.com)

WILEY



Build it |

The Rebel Playbook for Employee Engagement

GLENN ELLIOTT & DEBRA COREY

WILEY

# Build it

## The Rebel Playbook

for World Class

## Employee Engagement

GLENN ELLIOTT & DEBRA COREY

WILEY





**Let's make the  
world a better  
place to work**