Maximizing Employee Engagement

April 20, 2018

Jennie Carlson
Executive Vice President, Human Resources
Employee engagement

+ Strong culture

Success
What is culture?

A. The way things get done
B. How we say things get done
C. The systems, processes, beliefs and resources that enable our work
D. All of the above
“Culture can become a ‘secret weapon’ that makes extraordinary things happen.”

- Jon Katzenbach, author and consultant
Culture is a competitive advantage.
Power of engaged employees
“If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you.”
– Steve Jobs, founder of Apple
Engagement

Why and how
Top challenges

87%
Culture and engagement

Source: Deloitte 2015
Power of engagement
Evolution of Human Resources

**Administrative**
- Benefits
- Payroll
- Labor management
- Service
- Protection

**Operational**
- Compliance
- Support and advice
- Control
- Compensation
- Policies
- Performance systems
- Training

**Strategic Partner**
- Translate business strategy to HR priorities
- Proactive talent management
- Culture keeper
- Enable organizational Effectiveness
- Employee experience
- Voice of the employee
Administrative and operational excellence

- Compensation
- Technology
- HR policies
- Performance management
- People analytics
Culture keeper

• Employee engagement by being voice of employee
• Purpose-driven work
• Rewards and recognition
• Inclusivity
Organizational effectiveness enabler

- Organizational design
- Future needs
- Changing workforce
Ongoing considerations

Factors that shape a company’s culture

Generational differences.
Diversity.
The community.
Generations
Understanding generations in the workplace

Generational differences impact …

<table>
<thead>
<tr>
<th>How and where we work</th>
<th>• Technology is changing at an increased rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>How long we work</td>
<td>• People are living and working longer</td>
</tr>
<tr>
<td>Why we work</td>
<td>• Demographic shifts influence attitudes toward work</td>
</tr>
</tbody>
</table>
Generational traits

Members share a common time in history

- Defining moments, historical and cultural events
- Societal values and norms
- Technology
- Leaders and popular icons

Commonality creates specific attitudes, values, preferences and behaviors
Five generations at work today

- **Veterans**
  - Born 1900-1945

- **Baby Boomers**
  - Born 1946-1964

- **Gen X**
  - Born 1965-1979

- **Millenials**
  - Born 1980-1995

- **Gen 2020**
  - Born after 1995
U.S. workforce by generation 2005-2020
Who’s next: Generation 2020

- 23 million strong and growing
- Highly-educated, born around the year 2000
- Entering workforce by end of present decade
- Working out the common characteristics of this group
The future: Three forces shaping business

- Demographics
- Social web
- Globalization
Need for understanding

- 65 percent of respondents agreed generation gaps make it hard to get things done at work

- The “skilled worker gap” will grow to 14 million by 2020
Across generations

People in all generations want and need:

- To be respected, valued and treated fairly and with dignity
- To have an opportunity to contribute to the organization
- To belong and fit in
Diversity is about recognizing, respecting and valuing differences.

Inclusion is engaging all people by creating an environment where people feel valued, respected and appreciated.

Diversity can be a competitive advantage.

Inclusion can create business opportunities.
We draw strength from diversity
Thoughtful and intentional structure and governance

Leadership team

WORKPLACE AND CULTURE
MARKETPLACE
SUPPLIER DIVERSITY
COMMUNITY
Bridging the gap

- Highlight strengths
- Encourage two-way dialogue
- Learn from each other
- Foster teamwork
- Share perspectives
Employee feedback
Business Resource Groups
National reach

African American
Asian Heritage
Nosotros Latinos
Proud to Serve
Spectrum
U.S. Bank Women
*LOB chapters not on map
*Disability
*Native American
*virtual chapters only
BRG honors and awards

• Employee Experience

Fortune Magazine
  – Great Places to Work in Finance and Insurance
The Denver Post
  – Denver Top Workplace
The Cincinnati Enquirer
  – Cincinnati Top Workplace
Minneapolis/St. Paul Business Journal
  – Twin Cities Best Places to Work

• Proud to Serve

Employee Support of Guard and Reserve MN
  – Seven Seals Award
Military Times
  – Best for Vets: Employers
Recruit Military
  – Most Valuable for Military
G.I. Jobs
  – Military-Friendly Employers List
  – Military-Friendly Brands List
  – Military-Friendly Company List
ERG & Council Honors Award
  – 2016 and 2017
Programs that promote and support culture

- Strong mission and core values
- Regular Leadership Communication
- Sponsorship and mentorship
- All Employee Meeting
- Business resource groups
- Career development opportunities
- Employee Assistance Fund
- Leadership development opportunities
- Volunteer days
Community and giving back
Culture and people are the only true source of competitive advantage.
Thank you
Questions