

Shift from
designing
programs to
building
mindsets.

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HCI (JUNE 2022)





Volatility
Uncertainty
Complexity
Ambiguity





While research shows that employees' sense of recognition and belonging are top drivers of engagement, what are they really looking for?



The level-set

1%

Percentage of
Payroll invested
in recognition

\$2500

Average Investment
per employee in
“perks and benefits”

Flat

Impact on
engagement
2016-2022

Source: Gartner, Rethinking the Employee Experience
Harvard Business Review (March-April 2022)

“Employees today want to be treated as people not just workers.”

(Carolina Valencia, Harvard Business Review March-April 2022)

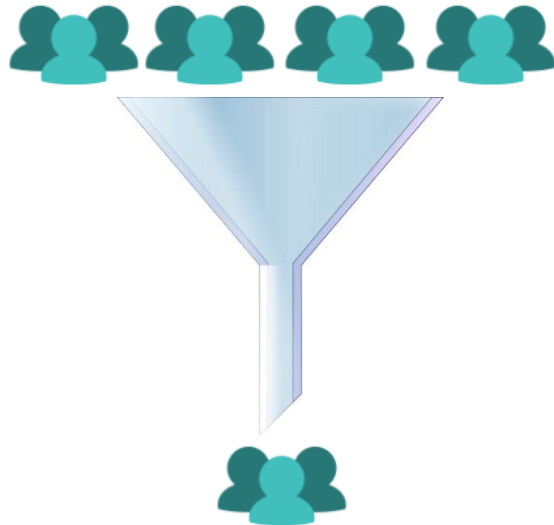
“Feeling special is more important to talent than compensation is.”

(Roger L. Martin, Harvard Business Review March-April 2022)

Program vs. Mindset

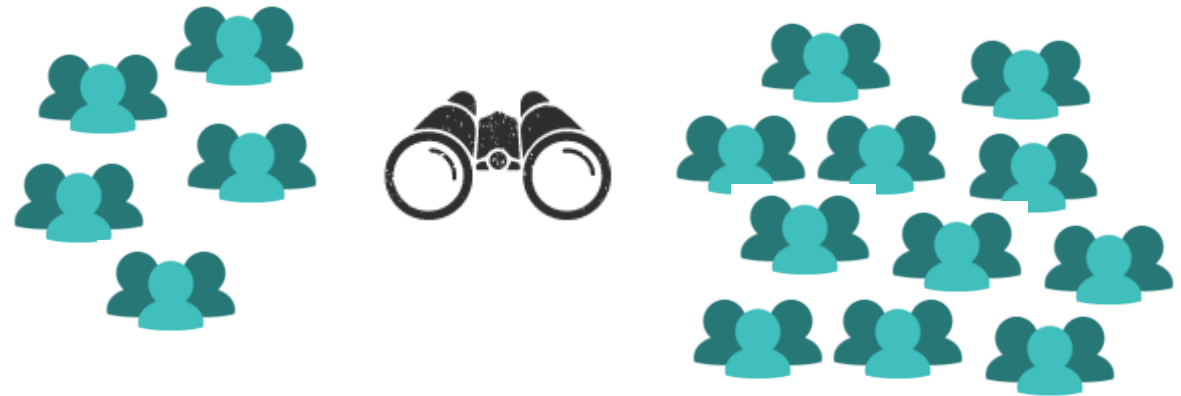
PROGRAM

Centralized. Many people into one evaluation process with specific rewards.



MINDSET

Decentralized. Many people pre-disposed to and looking for unique contribution and creatively acknowledging.



How do we shift?

1

Focus on the
outcome

2

Observe what
we put our
attention on

3

Cultivate a
mindset

How we shift # 1



Focus on the
outcome



HR

Do we give extra rewards for performance, have a platform for peer-to-peer, service anniversary gifts, and celebrate milestones like birthdays, new children, etc..?

Do you see me as unique, human, worthy, impactful?

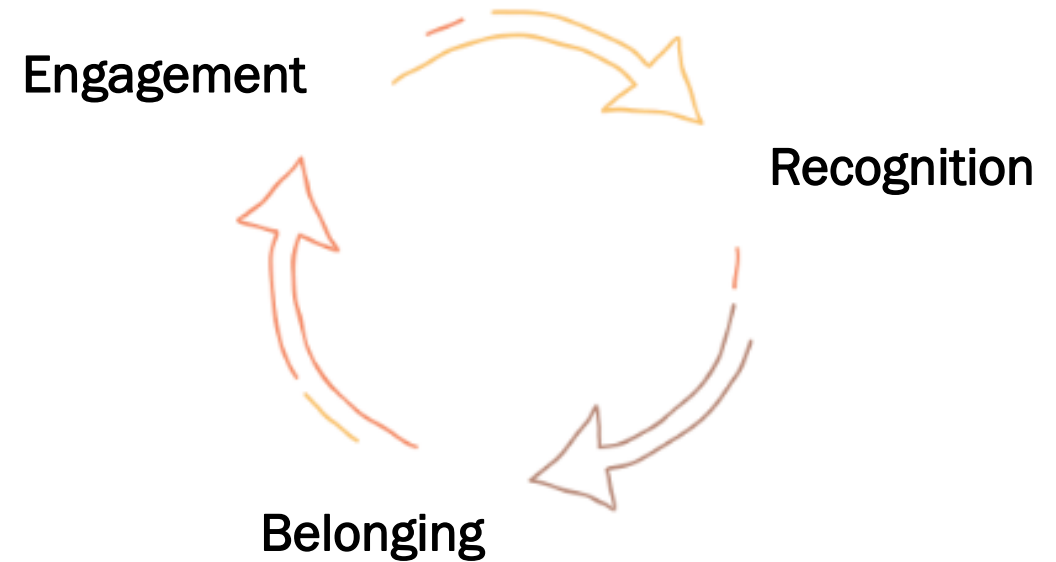


People

How we shift #1



Focus on the
outcome



How we shift #2

1

Focus on the
outcome

2

Observe what
we put our
attention on



How we shift #3

1

Focus on the
outcome

2

Observe what
we put our
attention on

3

Cultivate a
mindset

Curating our mindset

- Check our beliefs
- Stop orbiting ourselves
- Practice, and never stop



Infuse your organization

1

Change your
words

2

Listen

3

Invite support

Infuse your organization



Change your
words

Talent



People

Employees



People

Candidates



People

Infuse your organization



Change your
words

“I’m really glad
you said that, it’s
important to me
because...”

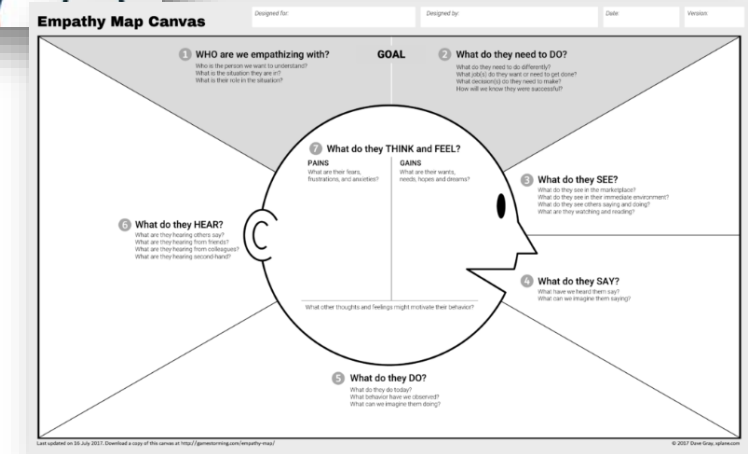
Infuse your organization

1

Change your words

2

Listen





Infuse your organization

1

Change your
words

2

Listen

3

Invite support

Forces for change

People want to know they matter

More budget to attract, less available to retain

Hybrid workstyles need intentional mechanisms for connection



Forces against change

It's not in HR's priorities

HR doesn't have budget

HR doesn't have resources





NOBODY MAKES IT ALONE

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