

EMOTIONAL CONNECTEDNESS for the WORKPLACE



Which one of these statements are most true for you?

My company is impossible to work with

People just don't want to change

People are all over the place – both by location and emotionally

My senior management is “all-in” and ready to transform talent

I am hopeful

I am exasperated

Things Not to Do as an Emotionally Connected Leader:

Judge without questioning reality.



Be angry that you are not getting a raise.



Hate your manager.



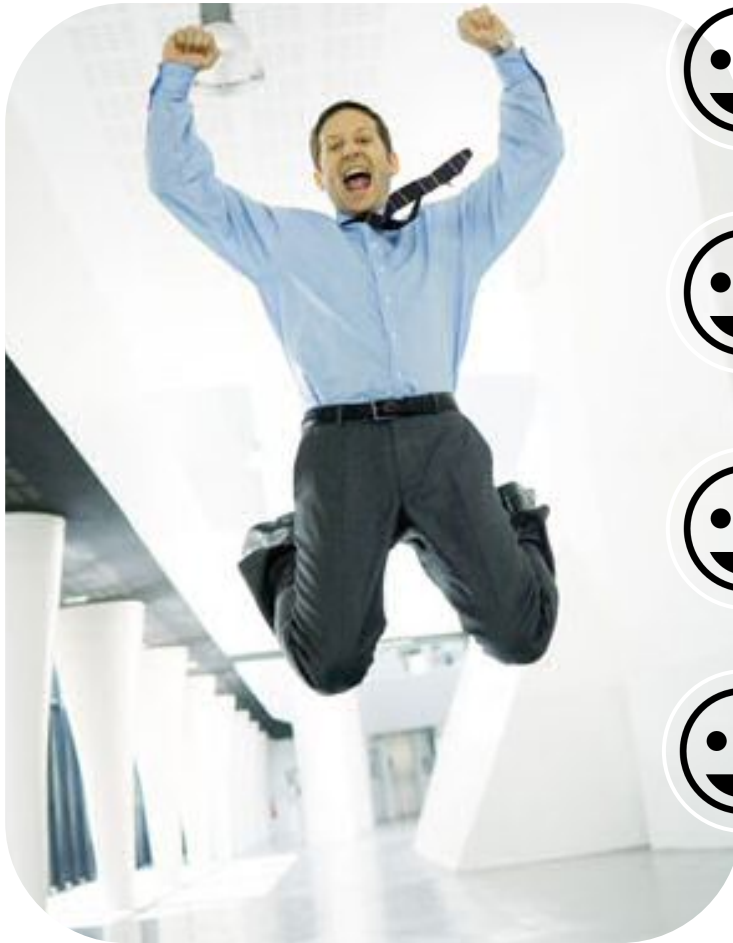
Hate your company



Rely on your team, “friends” who will do the work for you.

Things TO Do:

Ask yourself, “Is it really true?”



Show that you are worth the raise. Do something beyond expectations that benefits the company monetarily. Then, prove it!



It's probably not just her fault. You may be in the wrong relationship. Or, you may have different expectations of each other. Or maybe you both really aren't that into each other. Either way, you're barking up the wrong tree. Focus on loving your company and providing great outcomes.



Start a dialogue instead of hating your company

Start a dialogue group and ask people to join you in creating a new future. Always connect back to the business strategy. Involve the CEO. Take the risk – why not, you think you hate your company anyway. What do you have to lose?



Ask for ways to get help and support from the company rather than hiding under the table pretending you are doing work. Come clean! Sooner or later, you are going to get caught.

What are your current obstacles to creating an Emotionally Connected (EC) Culture?

No EC competency in organization
Staff travels to different locations
Leadership does not see value in EC
Technical workforce with no leadership skills
People are confusing Emotional Intelligence with EC
Silos, Lack of Trust, and Micromanaging
EC is difficult in a Matrixed Environment

Actions

No emotional connectedness in organization

Staff traveling in different locations

Leadership does not see value in Emotional Connectedness

Technical workforce with no leadership skills

Confusing Emotional Quotient/Emotional Intelligence (EI) with Emotional Connectedness (EC)

Silos, Lack of Trust, and Micromanaging

EC in a Matrixed Environment

Emotional Connectedness must be built into all Talent Management functions

Consistent video messaging
Daily reflection touch-in calls

Create an ROI calculation of how you and your team will meet outcomes once you have more ownership of the concepts that are most important to you.

Unearth expectations and invite expression of unmet needs. Let them create their own desired future. Ask yourself, “Is it really important that all employees have great leadership skills?” Or “Is it more important that they feel safe to perform and lead themselves with dignity?” Great leadership skills happen when you have psychological safety – not when you are being judged as a poor leader.

EI is a leadership competency.
EC is a culture built on psychological safety, ethical alignment, and respect. EI is a nice outcome of an Emotionally Connected culture.

Silos must be broken from the top at the CEO level.
Trust must be built on three levels: between people, groups/teams, and the organization itself.
Family systems tools
Feed-forward
Consistent Coaching

Effective Communication
Clarity of Relationships must be win-win and align goals and metrics
Planning, inviting cross functional members to the table and seeking input on agenda items in advance. During these cross functional meetings, leaders must encourage the participation of all members.

Truths Behind Emotional Connectedness

EC IS NOT

Perks, Benefits,
Compensation

Off-site retreats

Leadership
"Training"

Awards and
Recognition
Programs

Taking part in
Volunteer Programs

EC IS

High performing employees become brand and consumer champions and are rewarded for their contributions gaining more monetary and social equity.

Employees have open agenda meetings where they take ownership for the design, their own learning, and development.

Consistent monthly executive coaching using positive 360-degree "feed-forward" tools and measuring the change over time.

- Consistent daily messages from the CEO with words of wisdom and care to the entire company.
- Personal acknowledgement from CEO and senior executive team.

Employees become volunteers to improve the company itself. Employees give their own voluntary discretionary effort. Ask not what your company can do for you, ask what you can do for your company.

Equations Around Emotional Connectedness

Critical Thinking x Designing Future x Taking Action > Obstacles

Emotional Connectedness = {Recruitment + Acquisition + On-Boarding + Organization Development + Results Measurement}

EC Research Overview

- Sample Size: 149 Senior Executives
- An equal range of vertical industries were represented from each major vertical sector
- Sizes ranging from small 100-500 employees to over 5000 employees. Average size of companies was 4000 although there was a range of sizes outside the bell curve from large Fortune 500 to small corporations which brought the averages up significantly.

Definition

EMOTIONAL CONNECTEDNESS

Our current research measures this **intense connection between employee and organization**, and **tests a relationship between loving ones work and outcomes** such as organizational citizenship behaviors, defined as “a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks”

Loving Your Workplace



Loving Your Workplace **for Dummies**



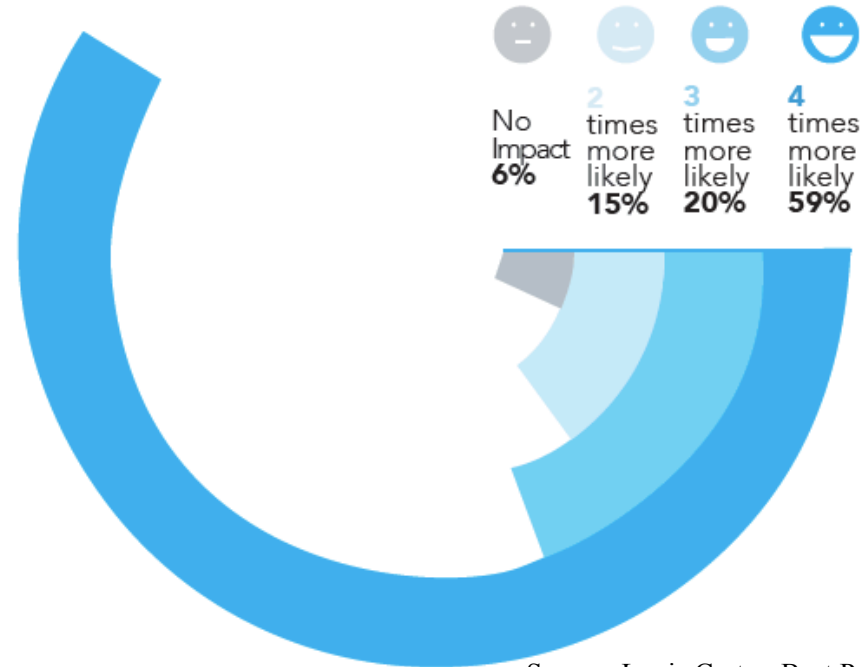
A Feeling of
Value and Respect
From Others is the
#1 Reason
Why People Love
Their Workplace



Source: Louis Carter, Best Practice Institute, Inc.
Emotional Connectedness Study, 2017.

Employees Are 94% More Likely to Perform Better and Provide More Results When They Love Their Company

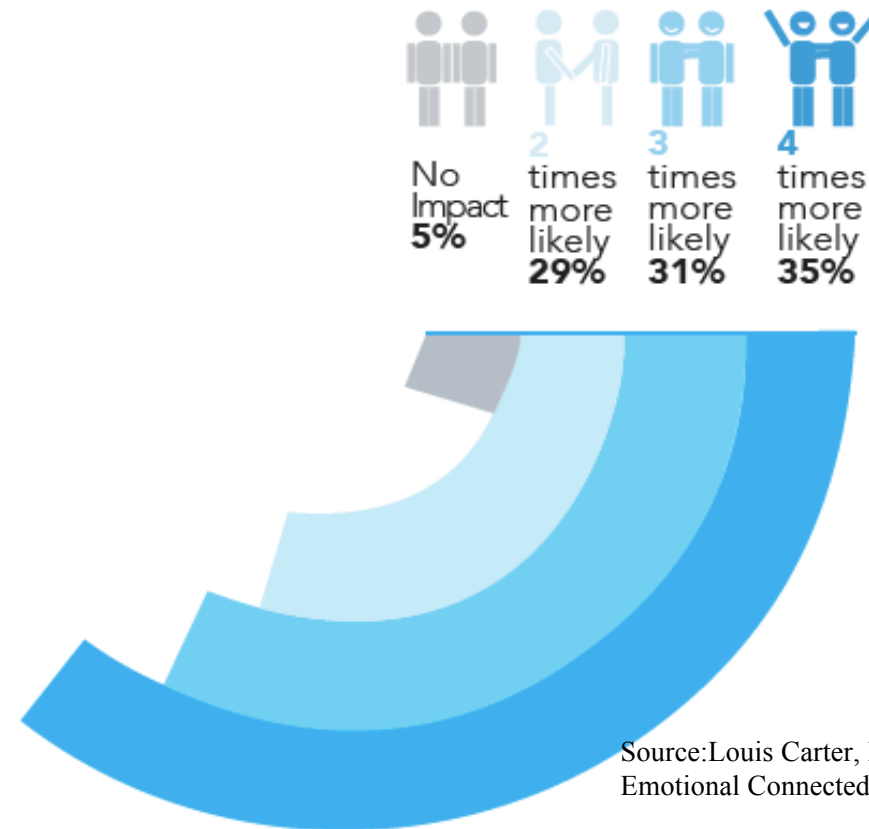
94% of respondents report they are between 2 and 4 times more likely to produce more for their organization if they love their workplace



Source: Louis Carter, Best Practice Institute, Inc. Emotional Connectedness Study, 2017.

95% Are **2-4 Times More Likely** to Stay at their Company if they Loved their Workplace.

How much more likely are you to stay with a company if you valued and respected the actions and behaviors of your co-workers?



Source: Louis Carter, Best Practice Institute, Inc. Emotional Connectedness Study, 2017.

Does **Friendship** Matter
to People To Love Their Work
and Perform More?

I'm not concerned with your liking or disliking me... All I ask is that you respect me as a human being.

- *Jackie Robinson*

PEOPLE FACTORS



What they rate highly (scale of 5)

4.6

I feel like I am part of a positive, functional community



4.5

I respect my boss/manager



What they rate low (scale of 5)



2.5

I have a best friend at work



3.3

Strong friendships inside of work



Source: Louis Carter, Best Practice Institute, Inc. Emotional Connectedness Study, 2017.

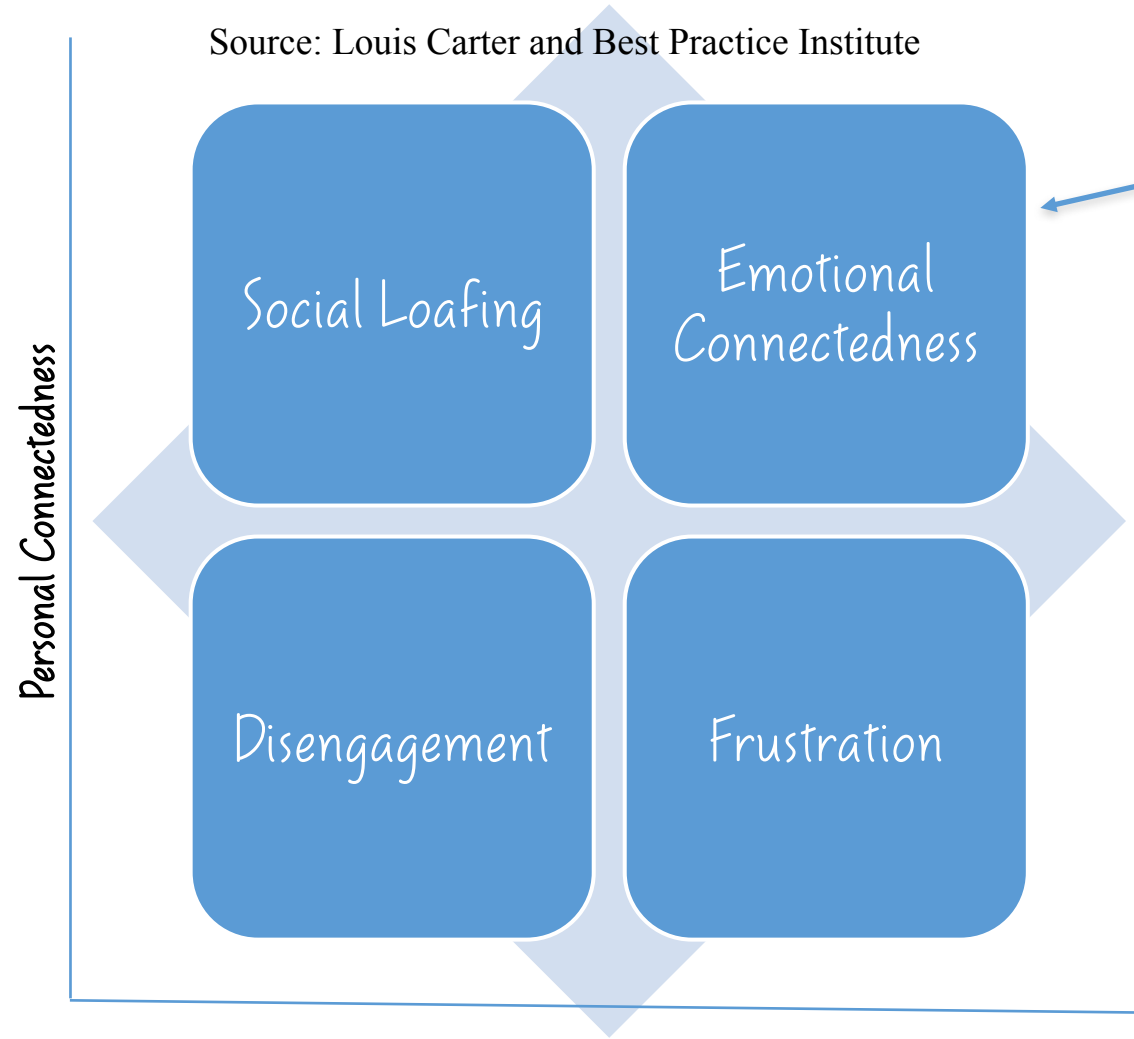
Half Time Recap

- People Value Respect
- People are more likely to perform better and stay when they love their company
- Perks, Benefits, Compensation, Friendship and Fancy FoozBall tables have little to no impact on performance or attrition.

The Emotional Connectedness Grid

Source: Louis Carter and Best Practice Institute

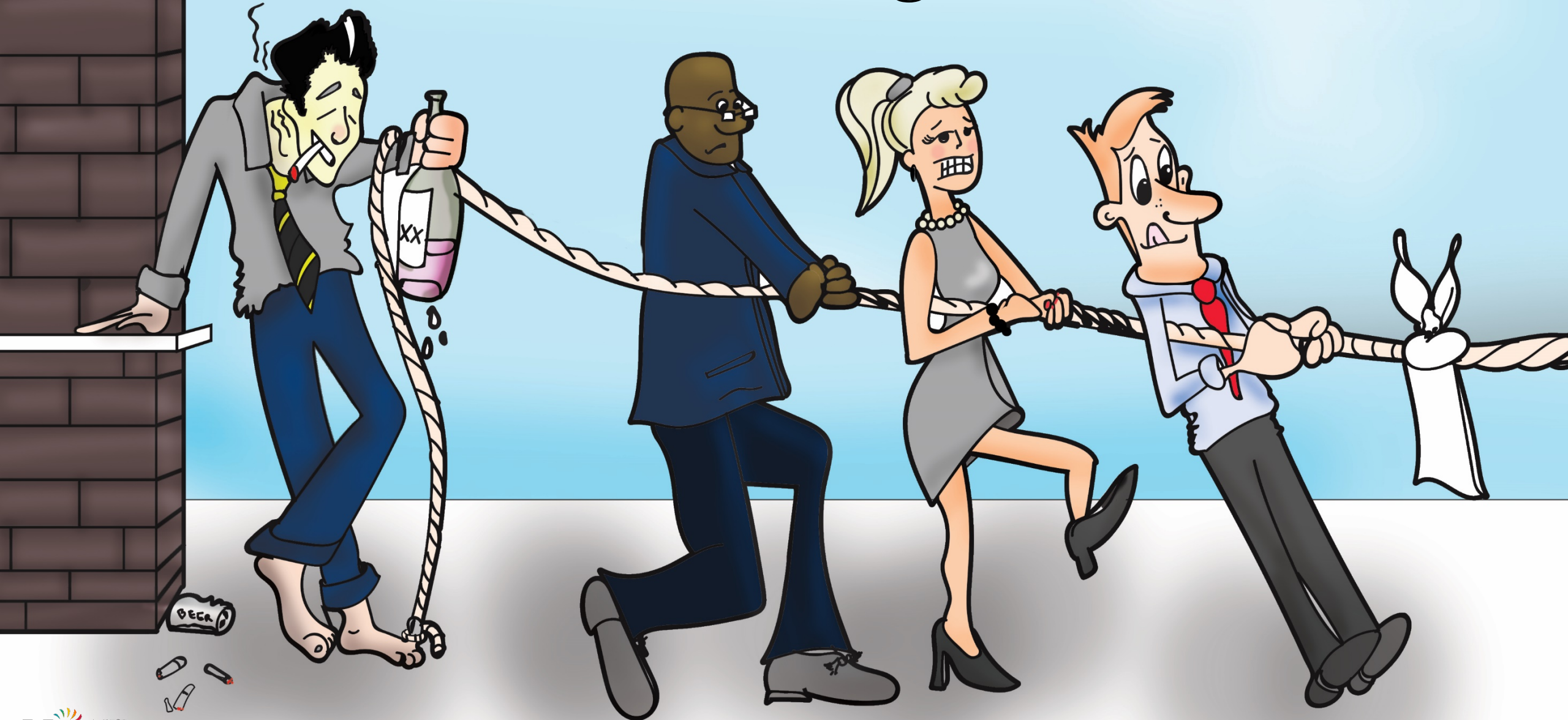
- Personal feeling of Respect, Appreciation, Positivity
- Individuals feel safe to innovate and express ideas without fear of reprisal



Voluntary
Discretionary
Effort/Increased
Willingness to
Perform More

- Organization lives ethics it espouses
- Organization values achievement and hard work

Social Loafing 101

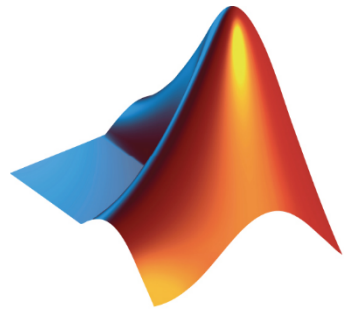


The FIVE Elements of the Emotional Connectedness Index© (ECI ©) From Our Study

- **C - Collaboration**
- **A - Achievement**
- **P - Positivity**
- **E - Ethical Alignment**
- **R - Respect**

Collaboration

Employees value **teamwork and collaboration** along with **open communication channels** where information and feedback is shared freely.

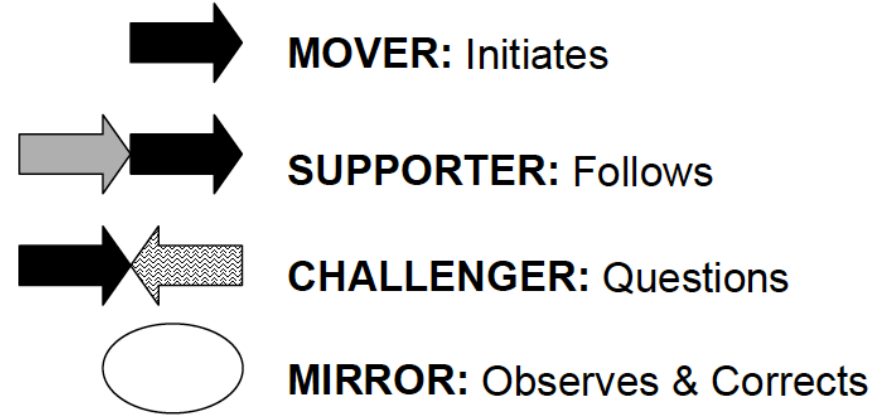


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4-Player Roles

All teams need four roles for successful task completion:



Effective teams have:

Roles that are

- All present and balanced
- Matched to task at hand
- Rotated freely among members

Problems arise when:

Members are

- Stuck in predictable roles
- Unhappy in roles
- Overusing one role

Stages of Team Development

Forming:

- People come in with their own agendas; no common purpose yet
- No team infrastructure is in place
- Everyone is feeling each other out
- Members look to the leader for direction

Storming:

- People are jockeying for power and position
- Differences and conflicts escalate
- Leadership authority is challenged
- Original ground rules are tested



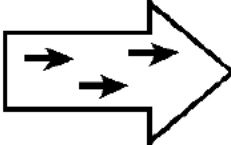

Norming:

- The group is looking for cohesion and stability
- Everyone has to follow a more elaborate set of norms
- Feedback and group accountability begin to occur
- Efficiency increases with greater alignment

Performing:

- People differentiate according to the requirements of the work; everyone pulls their own weight
- Leadership is shared and rotated; decision making becomes situational
- Teamwork becomes almost effortless
- Team output is measured against goals and timelines; accountability occurs

4 System Types

	Enabled Version	Disabled Version
 <p>Random:</p> <ul style="list-style-type: none"> • Individuality & Autonomy • Creative Excellence • The individual comes first 	<ul style="list-style-type: none"> • Entrepreneurial • Competitive • Flexible 	<ul style="list-style-type: none"> • Chaotic • Crisis oriented • Hard to get closure
 <p>Closed:</p> <ul style="list-style-type: none"> • Hierarchy • Policies & Procedures • The organization comes first 	<ul style="list-style-type: none"> • Clear chain of command • Strong leadership • Quick decisions 	<ul style="list-style-type: none"> • Tyrannical leadership • Disempowerment • Secrecy, fear
 <p>Synchronous:</p> <ul style="list-style-type: none"> • Alignment • Vision Driven • The values come first 	<ul style="list-style-type: none"> • Strong purpose & vision • Aligned values & beliefs • Harmony 	<ul style="list-style-type: none"> • Cult-like • Inbred • Minimal communication
 <p>Open:</p> <ul style="list-style-type: none"> • Collaboration • Teams & Consensus • The process comes first 	<ul style="list-style-type: none"> • Inclusion • Diversity • Empowerment at all levels 	<ul style="list-style-type: none"> • Can't make a decision • Reaches false consensus • All talk, no action

Achievement

Employees want to work at a workplace **where effort and hard work are valued**, a workplace where **processes are in place**, they can **focus on the customer and work toward shared goals**.

**“Ladies and Gentlemen Serving Ladies and Gentlemen”
Inventors of the Daily Line Up of the “Gold Standard”**





U.S. Department of Veterans Affairs

Positivity

Employees want to work in a **positive environment** that fosters innovation and openness with a **positive attitude toward the future.**

Feed-Forward Not Feed-Back

Giving Advice and Appreciation Opens
People to possibilities rather than just their
weaknesses.



Appreciative Inquiry at Roadway Express



Ethical Alignment

Employees want to work at a workplace that places an emphasis on honesty, integrity, and ethics. They want employees that are reliable and held accountable for their actions.

Ethics Oath and Credo Values



Frances Hesselbein

former CEO, Girl Scouts of America



Respect and Appreciation

Employees want to be appreciated and recognized for achievements. They want to work in an environment where they feel respected, trusted and listened to – a workplace that is fair and supportive.

The Human Experiment of Loving Your Workplace on Outcomes

- Outcome Measurement: How many LinkedIn endorsements do a treated group and control group get from each other.
- Treatment: Group is given equal air time (2-3 minutes each to give their PAPER Statement).
- Agree to ground rules they agree to around collaboration and helping each other.
- Control Group: Told to give each other endorsements on LinkedIn.
- Measurement of outcome

Wrapping Up

- Employee's love for the workplace is the strongest predictor of workplace outcomes – more than any other organizational psychology construct.
- (CAPER) Collaboration, Achievement, Positivity Ethical Alignment, and Respect are proven to be the most critical elements for measuring workplace outcomes.

Future of MLW

- Benchmark top 100 MLW organizations
- Rank order organizations
- Intra-organization validation with Goodyear Tire and Rubber Company and other case study organizations.
- Future publications will go deeper to include the correlation of the Big Five personality assessment and PAPER elements.

My Final Thought for You



ABOUT BPI



Founded by social/organizational psychologist, entrepreneur, and investor Louis Carter in 2001, Best Practice Institute is an award-winning leadership development center, think tank, product development incubator, solutions provider, peer network, research institute and online learning portal with more than 10,000 corporate and individual learning members around the world. Thousand's of talent executives utilize BPI's constantly evolving resources, developed under the direction of its Senior Executive Board made up of CHROs, CTOs, CLOs and Global Heads of Talent from some of the world's most successful companies.

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**For more information on the Emotional
Connectedness Index© (ECI ©)**

**Contact: lou@bestpracticeinstitute.org or
800-718-4274**