

Values, Voice and Velocity: *The New Rules of Employee Engagement*

WACUBO Business Management Institute

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Three Key Questions

- 1 What do we mean by values, voice, and velocity?
- 2 How do we leverage the opportunity to make work better for everyone?
- 3 Is higher ed facing an existential moment in terms of talent?

A woman with dark curly hair, wearing a dark blazer over a white shirt, stands by a large window. She is looking out the window with a thoughtful expression while holding a tablet computer. The background shows a cityscape with buildings and greenery under a bright sky.

Values
Voice
Velocity

Context

More jobs...



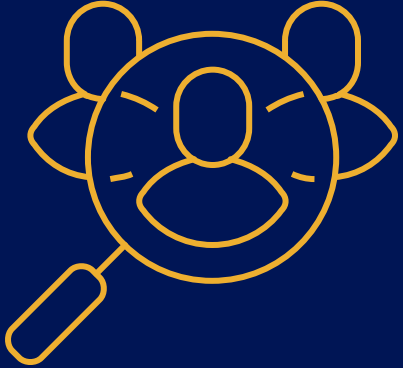
...than people
to fill them



8.2M
job openings

6.4M
unemployed
people

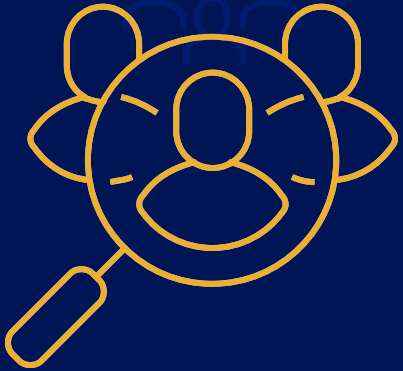
Labor Shortage and Employee Availability



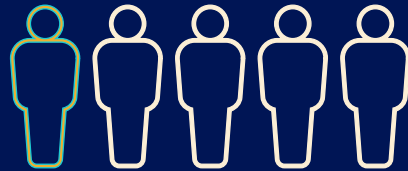
10,000

Americans turn 65 each day

Labor Shortage and Employee Availability



By 2040

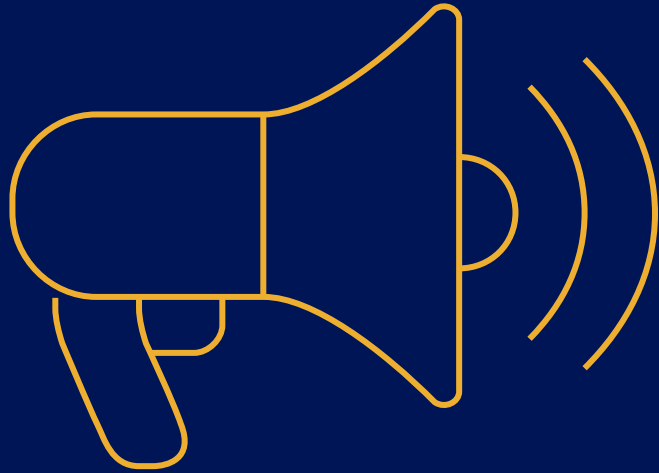


about one in five Americans
will be age 65 or older, up
from about one in eight in 2000

Key Message:

There are fewer people to do the work

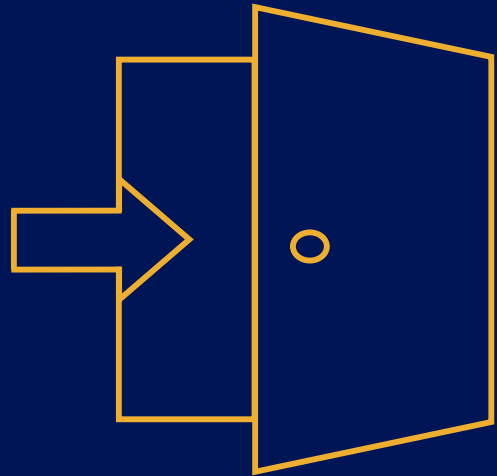
“I’ve Had Enough” Patterns



35%

**Increase in union
petitions so far in 2024
over the same period
in 2023**

“I Want Something Different” Patterns



46%
of GenZers

42%
of Millennials

Say that they have, or plan to, change jobs or industries because their values are not compatible with their employer's

**Percentage
employees who
are watching for
or actively
seeking a new
job as of May
2024**

51%

Source: <https://www.gallup.com/workplace/646538/employee-turnover-preventable-often-ignored.aspx>

Employee Engagement and Retention

Why are Employees Leaving?



What Makes People Quit?



What They Say

“I don’t get paid enough”



What They Mean

“I don’t get paid enough
for **THIS**”

Employee Engagement and Retention

Why are Employees Leaving?

The biggest factors we are seeing:

- Unhealthy work environment/conditions
- Concerns about organizational values
- Frustration with leadership
- Desire for more flexibility
- Not feeling valued, appreciated or trusted
- Wanting a stronger sense of purpose
- Inability to make progress
- Lack of confidence in the organization
- Lack of connection



**What Do Employees Want?
What Do YOU Want?**

**Percentage of
workers aged 25
to 45 who say
pay is the most
important factor
in their job
satisfaction**

38%

Source: <https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/Viewpoint-Four-Ways-to-Re-Engage-a-Dissatisfied-Employee.aspx>

Percentage of workers who said they would lose interest in applying for a job that did not post a salary

41%

Source: <https://www.shrm.org/topics-tools/news/benefits-compensation/4-in-10-job-candidates-would-lose-interest-in-a-job-that-doesn-t>

**Percentage of
workers who
said they would
lose interest in
applying for a
job that did not
allow for remote
work**

37%

Source: <https://www.shrm.org/topics-tools/news/benefits-compensation/4-in-10-job-candidates-would-lose-interest-in-a-job-that-doesn-t>

Key Message:
Organizational survival
will require being responsive to
employee expectations

What Does This Mean for Higher Education?

How do we sell higher education jobs?



How We Sell Higher Ed Roles



**Is higher education
still a desirable
sector for building a
career?**



Current Challenges



Important mission



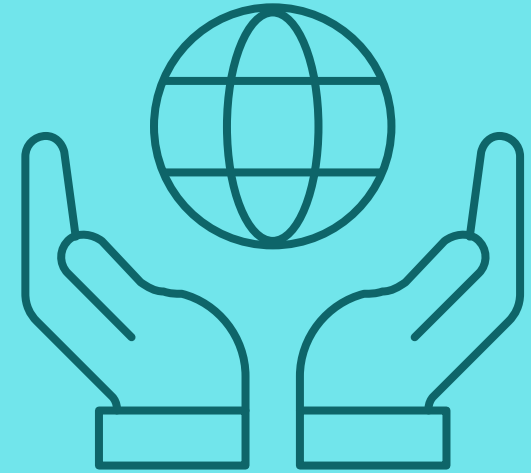
Other employers are doing good

What is a “Socially Responsible” Company?

Socially responsible companies use their position and resources for something more than pleasing their shareholders and increasing their bottom line. They operate on a business model that focuses on social change, sharing its success with their local and global communities

This isn't to say that socially responsible companies are unconcerned with profit.

They are just **embracing their responsibility to have a positive impact on the well-being of the communities they benefit from** and weaving that obligation into the fibers of their business.



Daily Briefing

THE CHRONICLE OF HIGHER EDUCATION



Public colleges face growing state interference. What should they do?

Across the country, elected officials in red states are seeking to impose their political views on public universities. Even as they decry liberal “cancel culture,” they’re leveraging the threat of budget cuts to scale back diversity initiatives, sanitize the teaching of American history, and interfere with university policies and appointments.

Are your institutional values being challenged by state politics?

Current Challenges



Good health insurance



Often lower salaries

Current Challenges



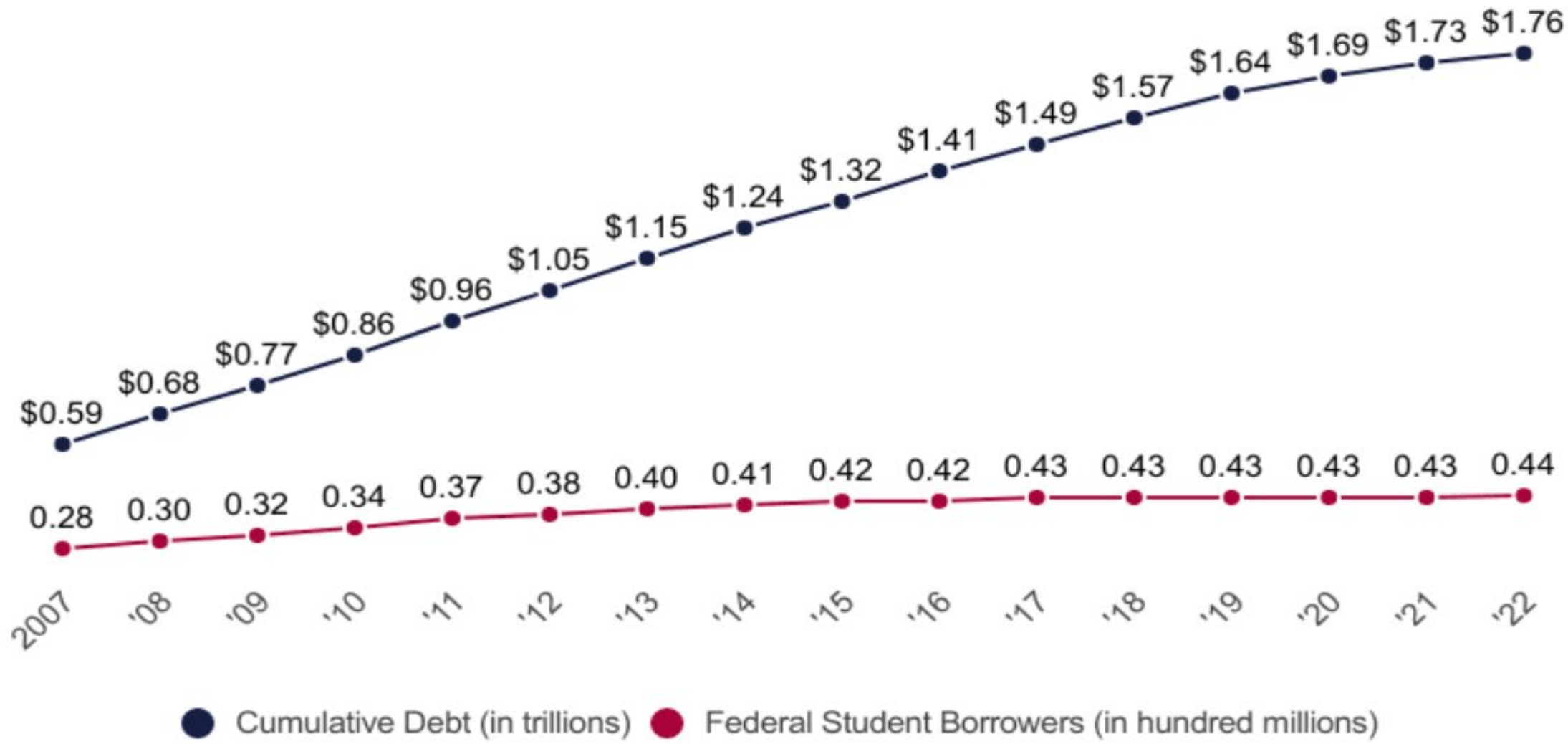
Easy to save for retirement



Hard to pay off student loans

Student Debt

Student Loan Debt Growth Relative to Student Borrowers



Source: <https://educationdata.org/student-loan-debt-statistics>

Current Challenges



Traditionally low turnover



No room to move up

Current Challenges



Many jobs can be done remotely



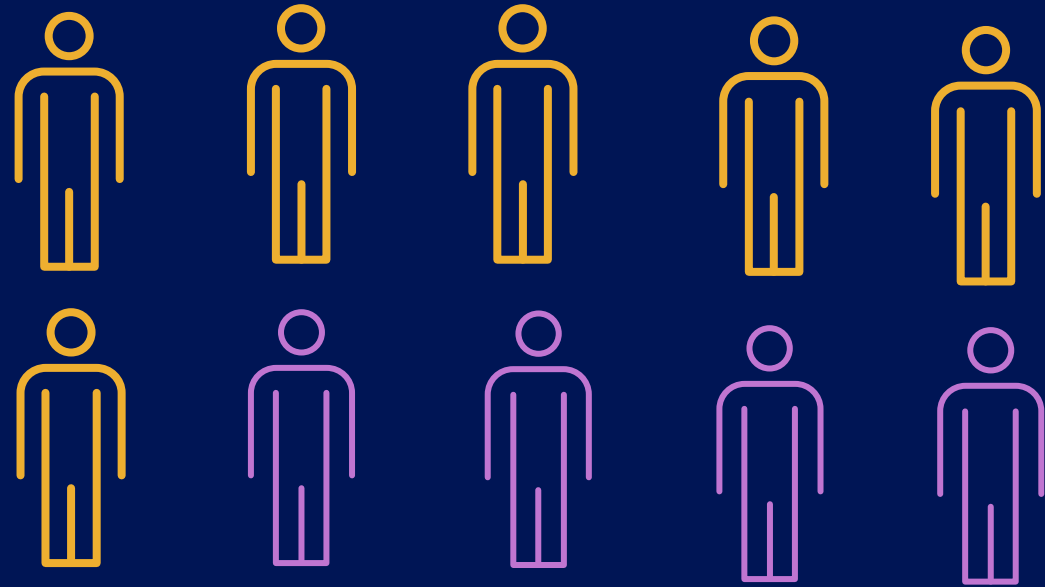
“The students need us on campus”

Question:

What percentage
of employees
want a fully
remote job?

Answer:

65%



Current Challenges



**There is a commitment
to self expression**



**There can be a
culture of mean**



Study Finds

Workplace incivility on the rise as out-of-practice employees return to offices

AUGUST 11, 2021



by Chris Melore

Share

Tweet

PORTLAND, Ore. — Remote work is already a thing of the past for many employees around the United States. As workers return to their jobs, a new study finds many are out of practice when it comes to dealing with their fellow co-workers. Researchers from Portland State University say workplace incivility is on the rise and office bickering could spiral out of control if employers don't handle it properly.

Current Challenges



**Thoughtful hiring
process**



Hiring takes forever

Current Challenges



**There is shared
governance**



Not all voices matter

Current Challenges



There is a lot to do



It can be hard to do it

Key Message:

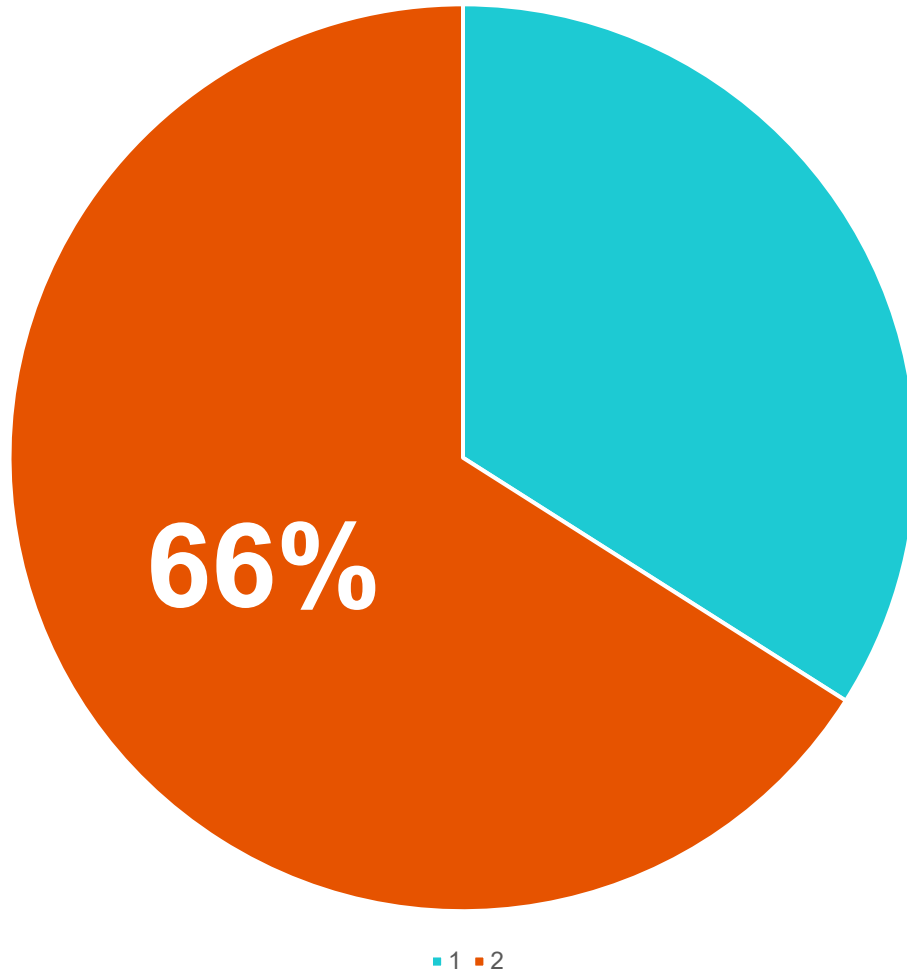
“We’ve always done it this way”
doesn’t work anymore

A woman with dark curly hair, wearing a dark blazer over a white shirt, stands by a large window. She is looking out the window with a thoughtful expression while holding a tablet computer. The background shows a cityscape with buildings and greenery under a bright sky. The overall tone is professional and forward-looking.

Values
Voice
Velocity



Which **values**
matter most?



Percentage of employees who say their employer's values must be aligned with their own

Source: <https://www.forbes.com/sites/markperna/2023/04/25/the-latest-dei-research-and-how-to-find-an-employer-who-shares-your-values>

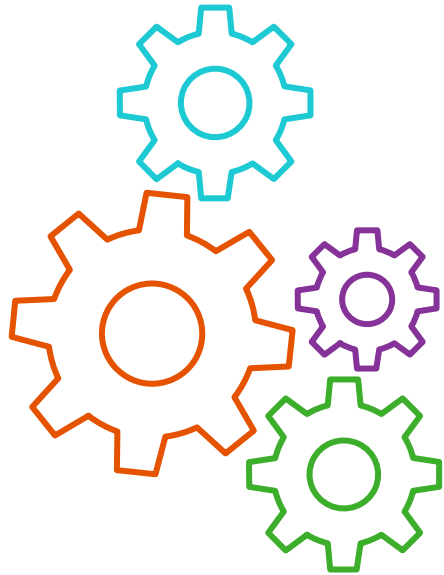
75%

Percentage of those who plan to stay with their employer for more than 5 years who say they trust their leaders

78%

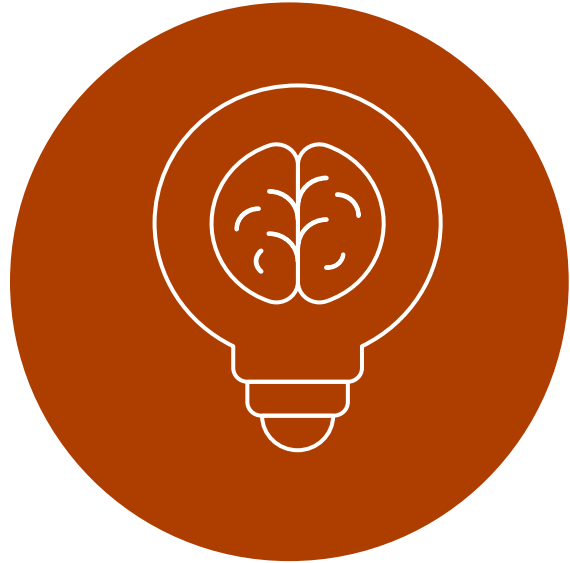
**The percentage
of U.S.
employees who
expect their
employers to
“act on societal
issues”**

Are Your Organizational Values Aligned with Your Employees' Expectations?

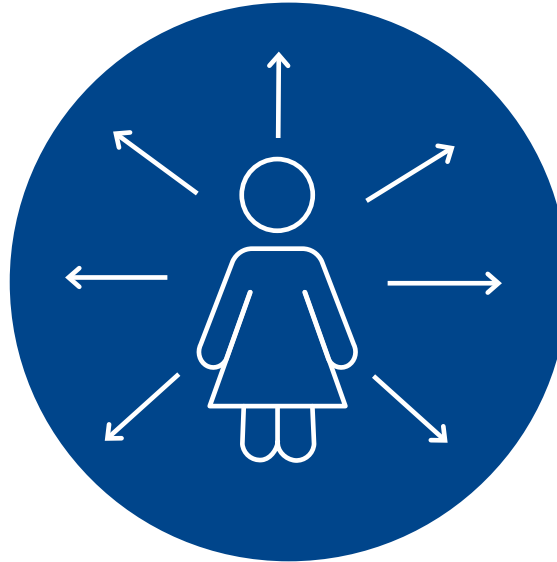


- 1 Do you know what matters most to your employees?
- 2 Do you offer work flexibility that supports employees to lead full lives?
- 3 Do you provide equitable and customized benefit options?
- 4 Are you advancing social, environmental, and economic justice?
- 5 Are leaders held accountable for cultivating inclusive organizational cultures?

Demonstrate Your Values



Offer flexibility and autonomy



Make employees feel special



Prepare your leaders to lead well

Align your espoused values with your everyday practices

What does it mean
to have a **voice**?

What should you do
with people who
complain?



Organizations that listen to their people are:

3.6X

more likely to
innovate
effectively

6.6X

more likely to
adapt well to
change

12X

more likely to
engage and
retain
employees

Exit, RESPONSES TO

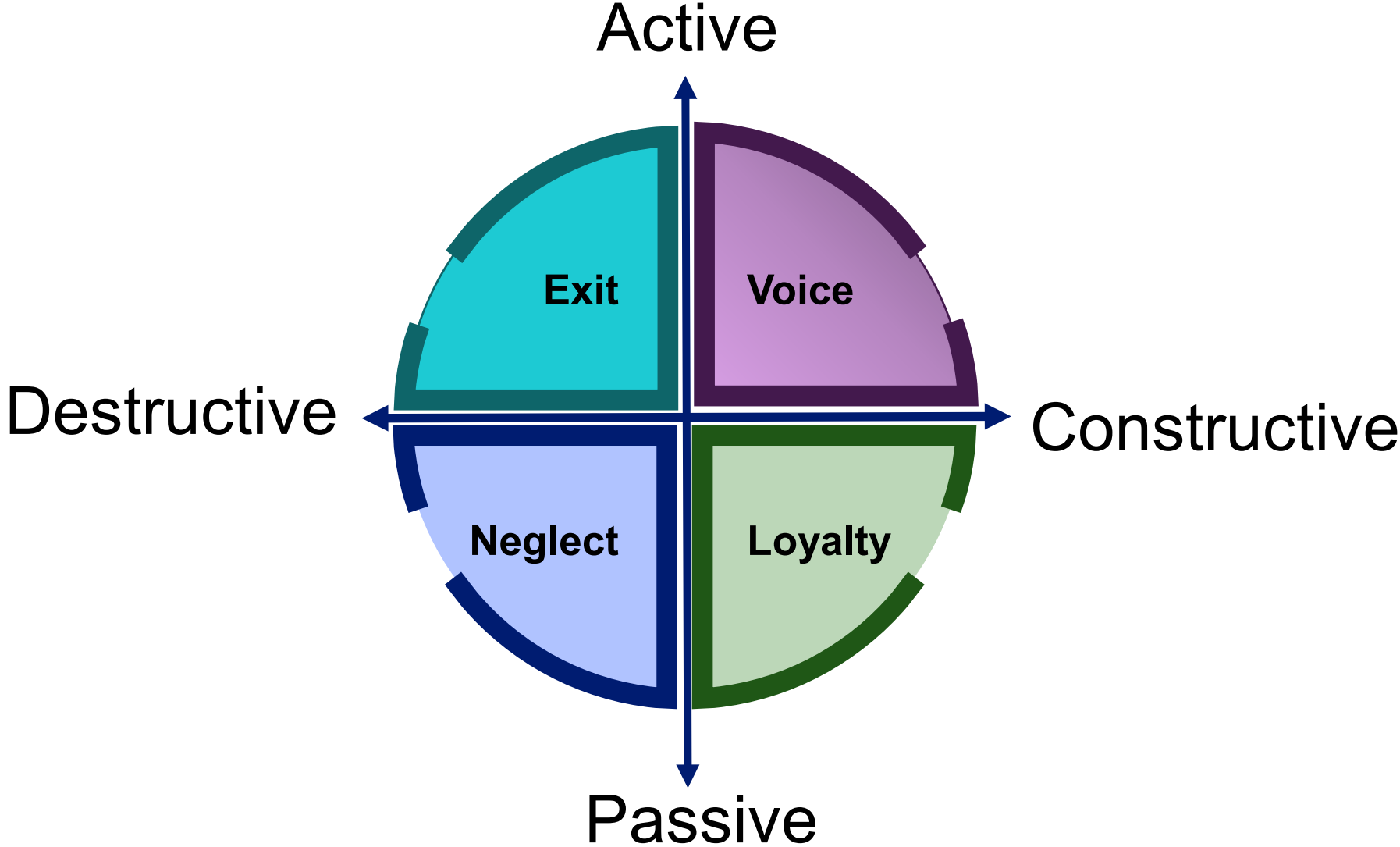
Voice, DECLINE
IN FIRMS,

and ORGANIZATIONS,
AND STATES

Loyalty

— ALBERT O
HIRSCHMAN

Exit, Voice, Loyalty Neglect Model



Do Your Employees Feel Heard?



- 1 Are there safe options for reporting concerns?
- 2 Do employees play a role in organizational decision making?
- 3 Do your employees' opinions matter?
- 4 Do you regularly take the pulse of your workforce?
- 5 Do you solicit input before taking action?

Ask for Advice. Listen Better.



**Engage in shared
problem solving**



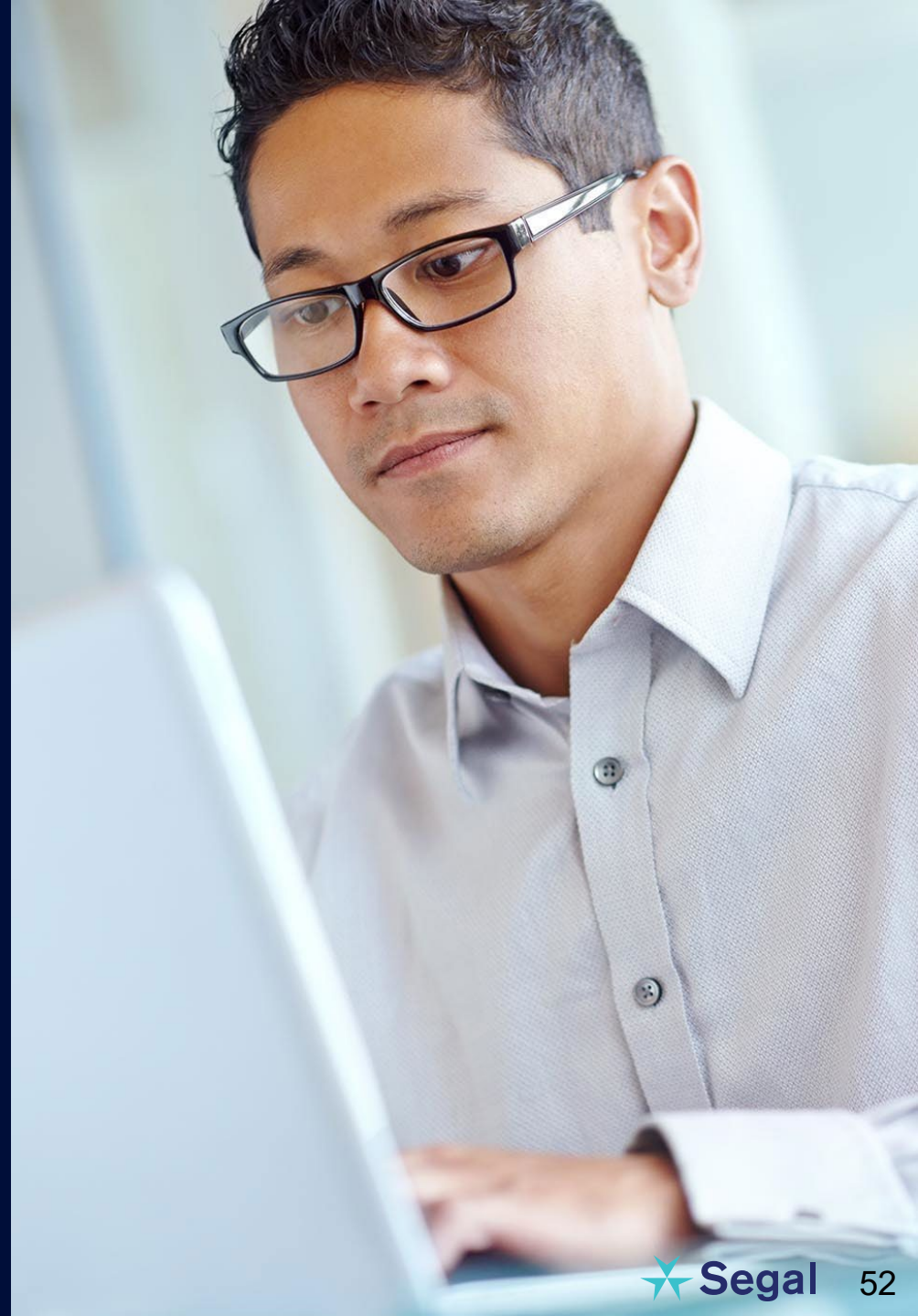
Surveys



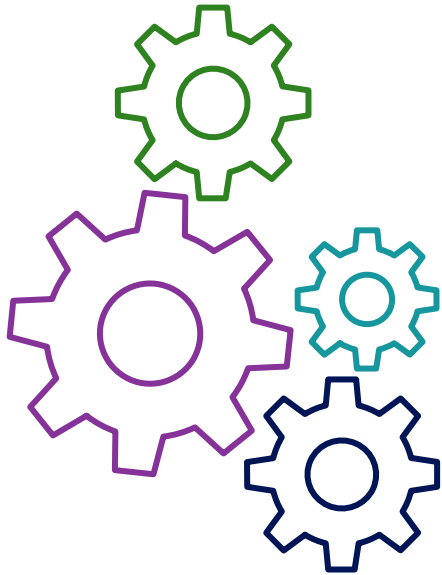
**Replace formal
121's with casual
conversation**

Listen for needs and gaps—and fix them

Why is **velocity** important?

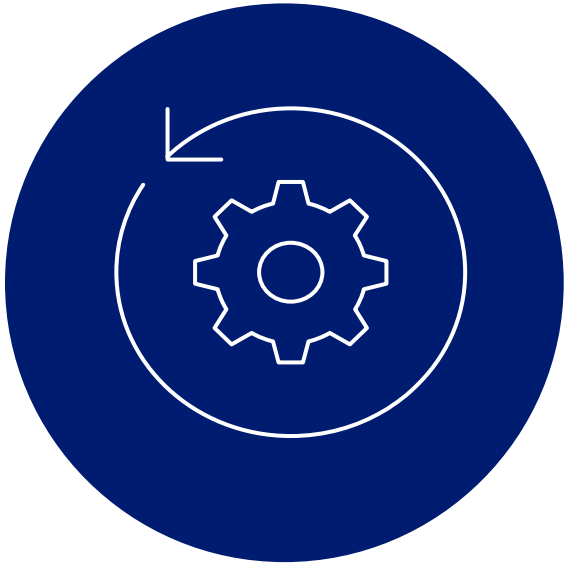


How Fast Do Things Move?



- 1 Are decisions made promptly?
- 2 Are your policies and systems easy to navigate?
- 3 Is feedback offered on a frequent basis?
- 4 How long does it take to fill a job?
- 5 How long does it take to get a promotion?

Go Faster!



**Streamline policies
and processes**



**Create new job
levels**



**Expedite hiring
process**

Identify impediments and address them

Key Message:

**A focus on voice, values, and velocity
can help you attract and keep
remarkable people**

A few thoughts on how to support your Gen Zers

(30% of the 2030 workforce, BTW)



In-person training



Recognize “boundaries”



Rethink organizational loyalty and make it easy to leave and come back

Share Your Thoughts

What steps have you taken recently to address new workforce dynamics?



Let's stay in touch

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