



WEBCAST SERIES

The Secret Sauce to Using Employee Engagement Strategy that Drives Customer Loyalty

February 26, 2015
2:00 pm to 3:00 pm EST



Featured Speakers



Tim Weyland
Vice President
Human Resources
Topcon America Corporation



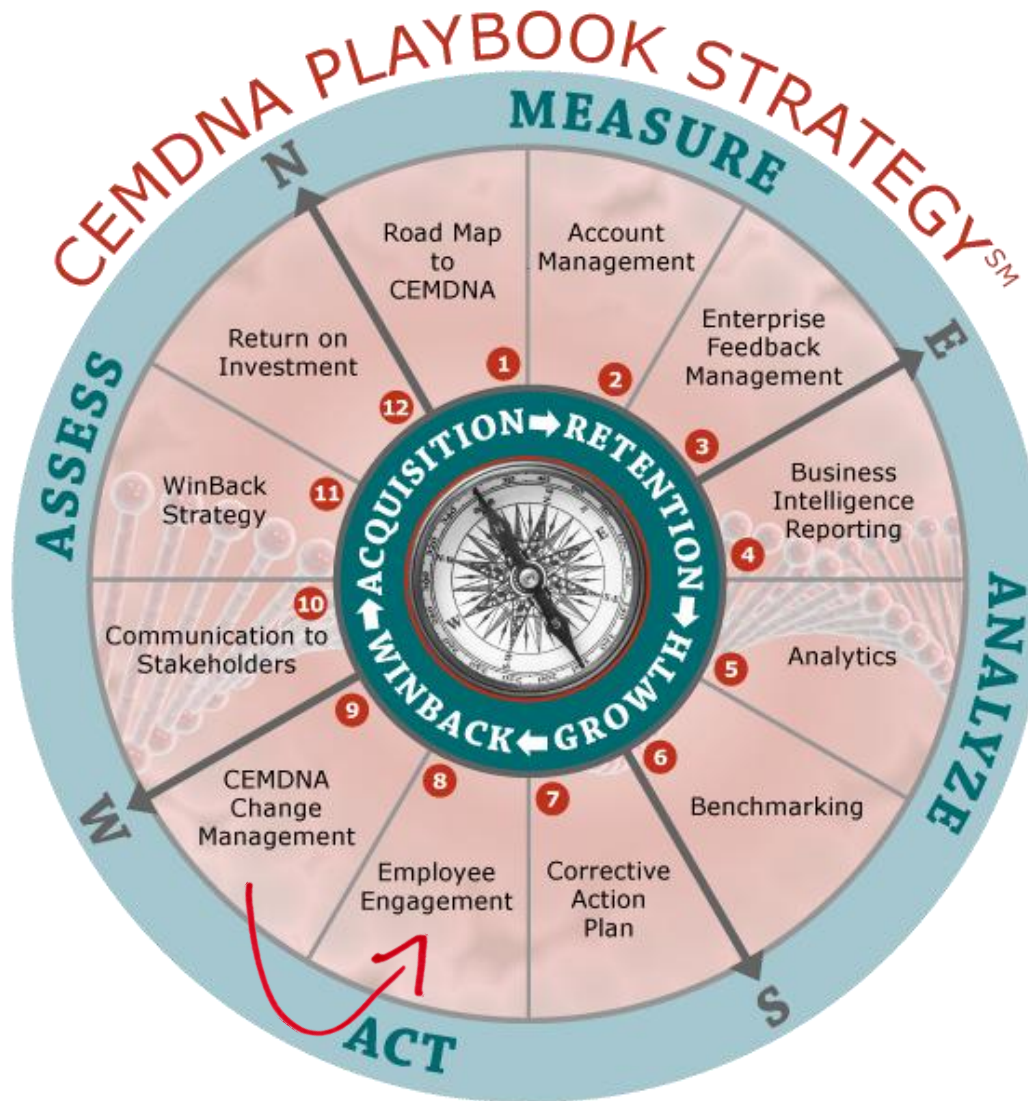
Vivian Hairston Blade
President & CEO
EiGL Consulting



Michele Fantt Harris
Senior Vice President
Human Resources
National Cooperative Bank



CEMDNA Playbook StrategySM



Building an Environment for Serving

Vivian Hairston Blade
President & CEO
EiGL Consulting, LLC



EiGL Consulting, LLC

Successful companies deliver exceptional customer value, even in a time of relentless change.

- EiGL Consulting works with companies to build high-performance, high-quality and high-service level organizations.
- Vivian is a recognized consultant, keynote speaker, trainer and executive coach in the principles of Customer Experience, Lean Six Sigma and Leadership Development.

Left Waiting

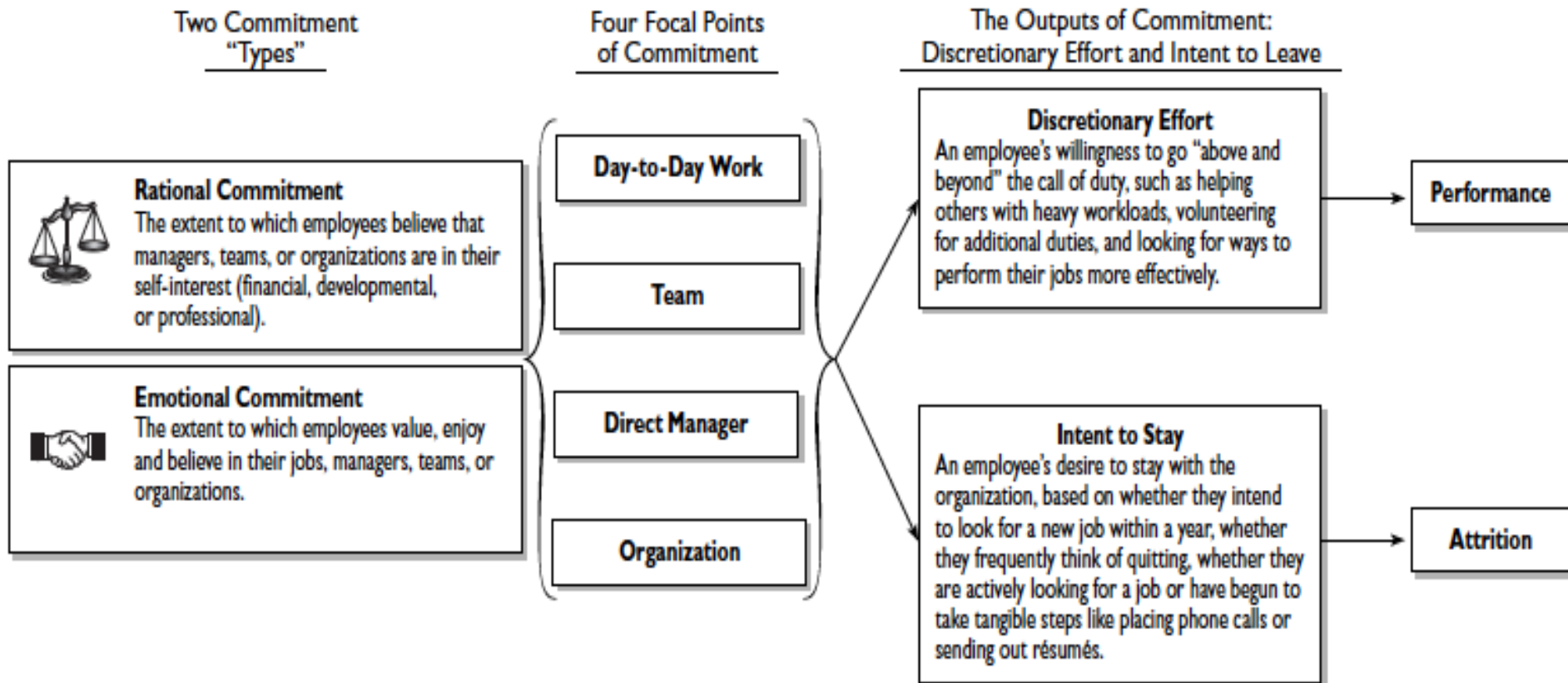


Who Cares?

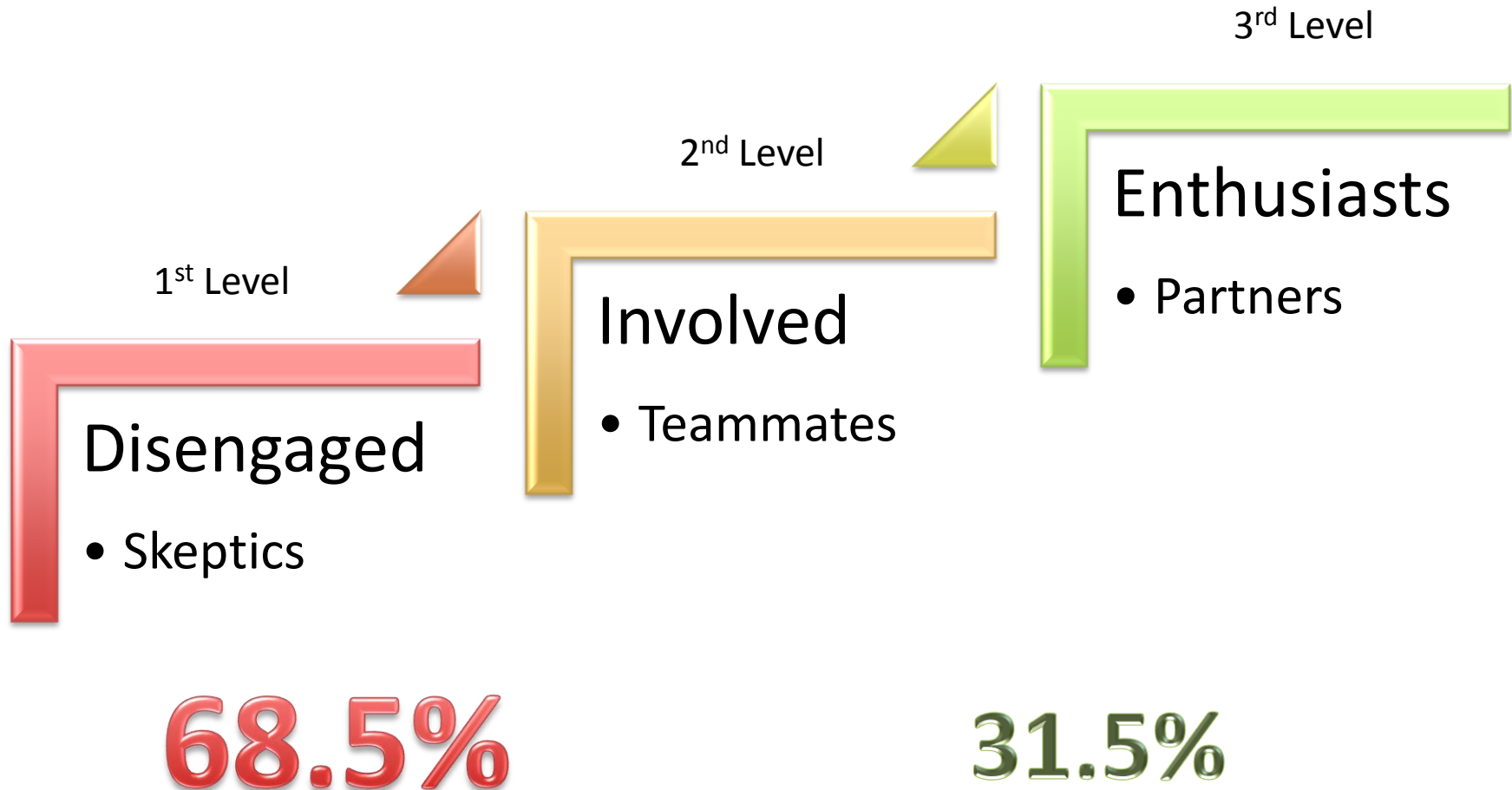


Engagement Is....

...the extent to which employees commit to something or someone in their organization and how hard they work and how long they stay as a result of that commitment.

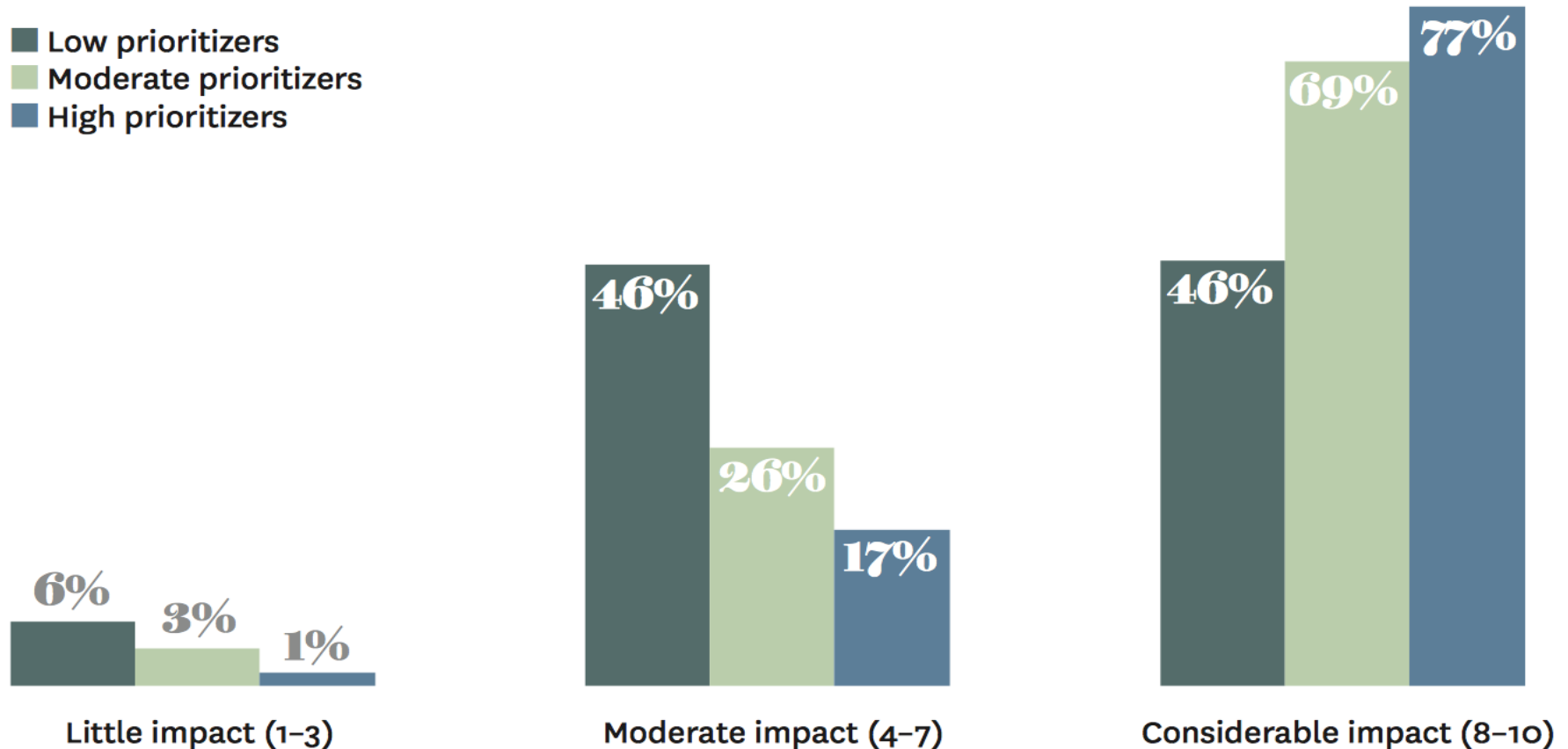


The Hard Facts



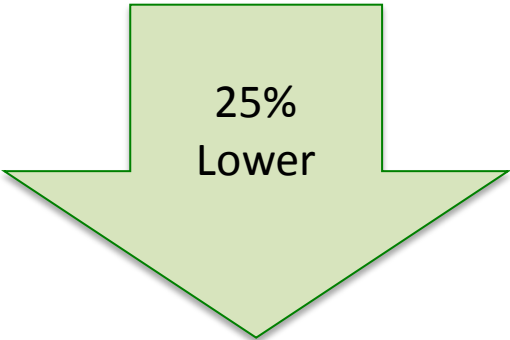
Impact of Employee Engagement on Customer Satisfaction

To what extent does employee engagement have a direct impact on customer satisfaction?



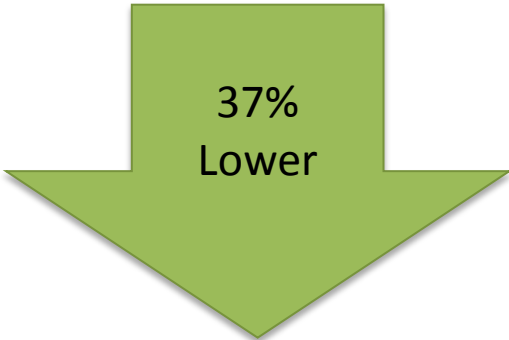
What's It Worth?

Turnover



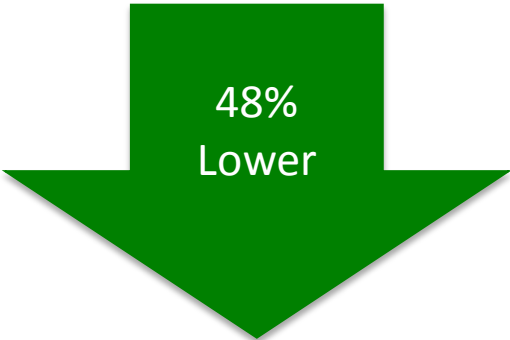
25%
Lower

Absenteeism



37%
Lower

Safety Incidents



48%
Lower

Profitability



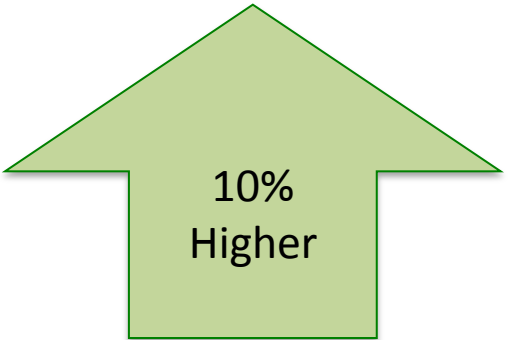
22%
Higher

Productivity



21%
Higher

Customer Ratings

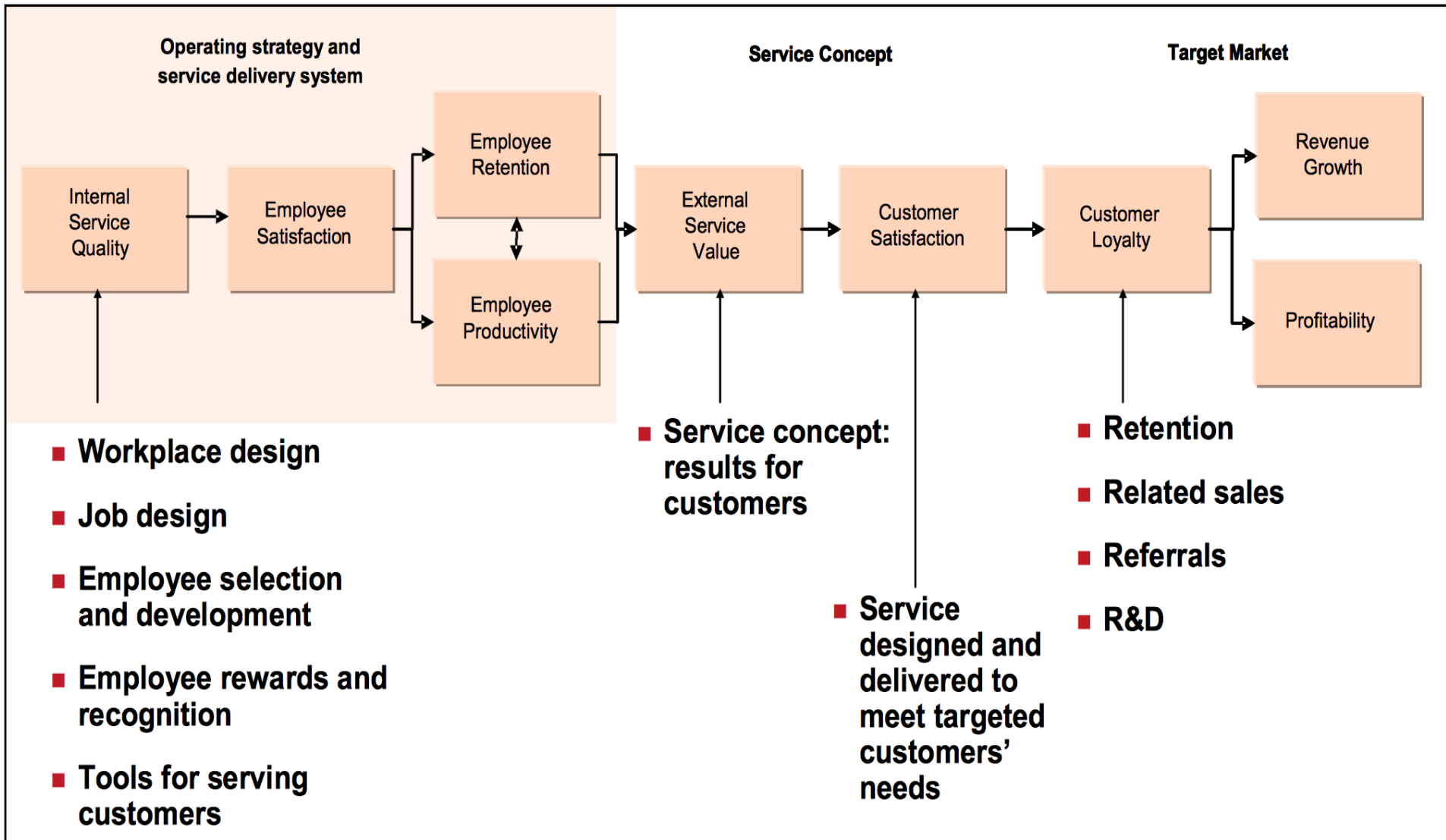


10%
Higher

****Companies Top 25% on Employee Engagement vs. Lowest 25%***

Gallup Q12 Employee Engagement Assessment, "How Employee Engagement Drives Growth", Gallup Business Journal, June 20, 2013

Service-Profit Chain



Why Are Employees Disengaged?

The top reasons for low engagement:

1. Negative work environment
2. Low sense of community with few trust-based relationships
3. Lack of personal value and meaningful work.



Create an Environment for Serving

*A place
where I
like to
work....*



*and feel
valued.*

1. Negative Work Environment

Influenced by:

Hygiene factors

- Working conditions
- Autonomy
- Compensation
- Policies
- Work relationships



Motivating factors

- Challenging work
- Opportunities to grow and advance
- Recognition



Listen & Take Action



Lead With Carrots



2. Lack of Community & Trust



Shifting to a Community of Trust

- Core values of integrity & respect
- Secure ombudsman process
- Leader accountability
- Opportunities for team engagement
- Reward & recognition
- Employees voice



3. Lack of Value & Meaningful Work



Build a “Valued” Culture

To foster value and meaningful work within your organization, create an environment that responds to these four questions employees often ask:

- ***WIIFM*** - *What's In It For Me?*
- ***WSIC*** - *Why Should I Care?*
- ***WC*** - *Who Cares?*
- ***WDDIMA*** - *What Difference Does It Make Anyway?*



Employee Engagement to Drive Business Outcomes

Tim Weyland
Vice President
Human Resources
Topcon America Corporation



My Background

Topcon

- Global technology business
- 1500 Employees
- \$550M Revenue



Engagement starts with the role of HR...

- › Develop the people capability needed to be a top global company and exceed expectations
- › Build a culture of creativity that drives growth, attracts great employees, and is a great place to work
- › Maximize the value of investments in people

“A high-performance culture requires more than a standard set of attributes. [They] share two characteristics: a set of “good” behaviors, manifested as high employee engagement (...) and a set of specific behaviors that align with the organization’s strategy.”

The Boston Consulting Group

Employee Engagement...

...is not “satisfaction,” “happiness,” or “obedience.”

...*is* based on the employee experience – how we think and feel about every workplace element from one’s relationship with coworkers to their amount of trust in senior leaders, from the pay and benefits they receive to overall job satisfaction.

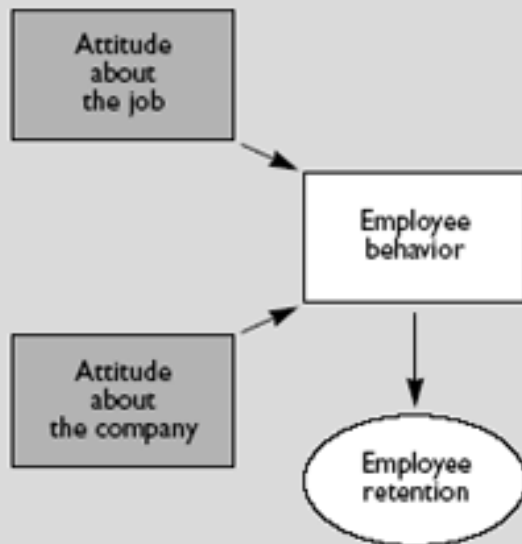
...*is* indicative of the level of discretionary effort employees will apply to their work.

...*can* be built over time with thoughtful, purposeful investment in areas that matter most.

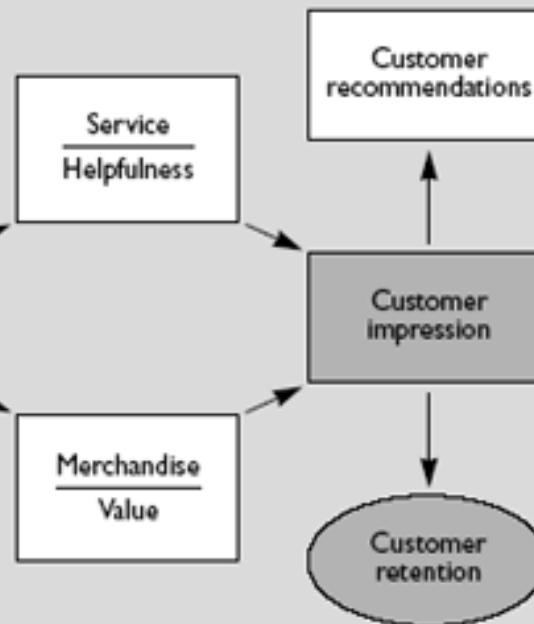
THE EMPLOYEE-CUSTOMER-PROFIT CHAIN

This is the model we use today. The rectangles represent survey information, the ovals, hard data. The measurements in gray are those we collect and distribute in the form of the Sears Total Performance Indicators.

A COMPELLING PLACE TO WORK



A COMPELLING PLACE TO SHOP



A COMPELLING PLACE TO INVEST

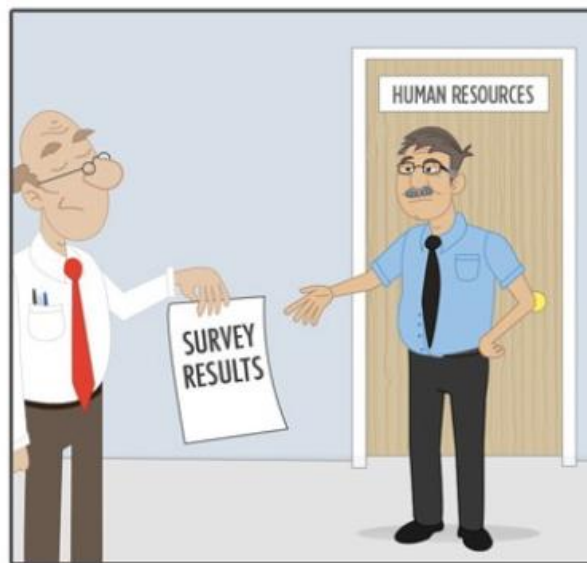


5 UNIT INCREASE IN EMPLOYEE ATTITUDE — DRIVES —> 1.3 UNIT INCREASE IN CUSTOMER IMPRESSION — DRIVES —> 0.5% INCREASE IN REVENUE GROWTH

Ten Areas of Engagement

Extensive research shows employee engagement is most accurately measured using these 10 areas:

- 1. Teamwork**
- 2. Manager Effectiveness**
- 3. Trust in Senior Leaders**
- 4. Trust with Coworkers**
- 5. Retention**
- 6. Alignment with Goals**
- 7. Feeling Valued**
- 8. Individual Contribution**
- 9. Job Satisfaction**
- 10. Benefits**

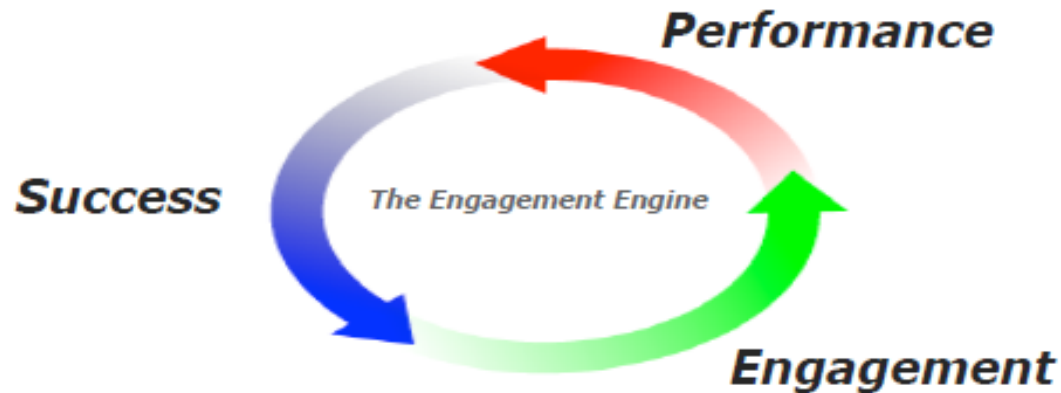


Survey Implementation

- **Measure**
 - Engagement
 - Customer Satisfaction (NPS)
- **Analyze / Compare**
 - Key Drivers
 - Benchmarks
- **Report**
 - Exec
 - Managers / Employees
- **Take Action**



Analyze



*Potential
Engagement
Barriers*

Anticipation
of Success

Direction

Management

Empowerment

Teamwork

Improvement

Recognition

Communication • Inclusion • Leadership • Customer Focus

Survey Implementation

- **Measure**
 - Engagement
 - Customer Satisfaction (NPS)
- **Analyze / Compare**
 - Key Drivers
 - Benchmarks
- **Report**
 - Exec
 - Managers / Employees
- **Take Action**



What Managers Need to Succeed

✓ Motivation

- Create incentives for managers

✓ Visibility

- Provide visibility for the manager's actions

✓ Follow-up

- Support managers with coaching

✓ Accountability

- Build accountability into the process

✓ Tools that work

- Provide the right tool for the right job
 - ✓ Simple
 - ✓ Actionable
 - ✓ Tied to organizational performance



✓ Actionable Results & Recommendations

- Real-Time solutions contextualized to real issues
- Recommendations based on Best Practices and Engagement Drivers

The value of surveying employees about their experience is well-documented

Highly Engaged Organizations See Results

87% increase revenue in the following three years

86% increase market share

57% report lower employee turnover

90% report higher stock prices

Employee Engagement & Customer Service: The NCB Story

Michele Fantt Harris
Senior Vice President
Human Resources
National Cooperative Bank



The NCB Story

- NCB delivers banking and financial services to cooperative organizations complemented by a special focus on cooperative expansion and economic development
 - Organized under the National Consumer Cooperative Bank Act in 1978; privatized in 1981 as a cooperative financial services company
 - In 1988, expanded to a full-service, deposit-taking financial institution with the purchase of the federally chartered savings bank, NCB, FSB
- In 2014 converted NCB,FSB to a commercial charter- National Cooperative Bank, N.A. to expand our commercial lending products nationwide. Today owned by over 2,900 customers, participating in the success of NCB
- Total assets of \$1.9 billion; when combined with assets managed for investors, total assets under management over \$7.5 billion



Engaged employees want to come to work, understand their jobs, and know how their work contributes to the success of the organization.

Engaged employees are more attentive and vigilant. They look out for the needs of their co-workers and the overall enterprise, because they personally “own” the result of their work and that of the organization.

Harvard Business Review
July 4, 2013

Employee satisfaction relates to whether employees are happy at work and in their jobs. Employee satisfaction is an important prerequisite to employee engagement.

Engaged employees have an emotional attachment and will go above and beyond what is expected of them on the job.

*National Business Research Institute
January 2015*

A national poll conducted in 2005 revealed that 50 – 60% of the US workforce was not engaged. These disengaged employees cost their US employers more than \$300 billion each year.

National Business Research Institute

To create an engaged work environment, employers must:

- Hire the right people for the right job at the right time
- Recognize employees for their achievements
- Have supportive managers who understand what motivates each of their employees
- Give managers flexibility with resources to help managers meet individual employee needs

*Dr. Theresa Webourne
University of Chicago*

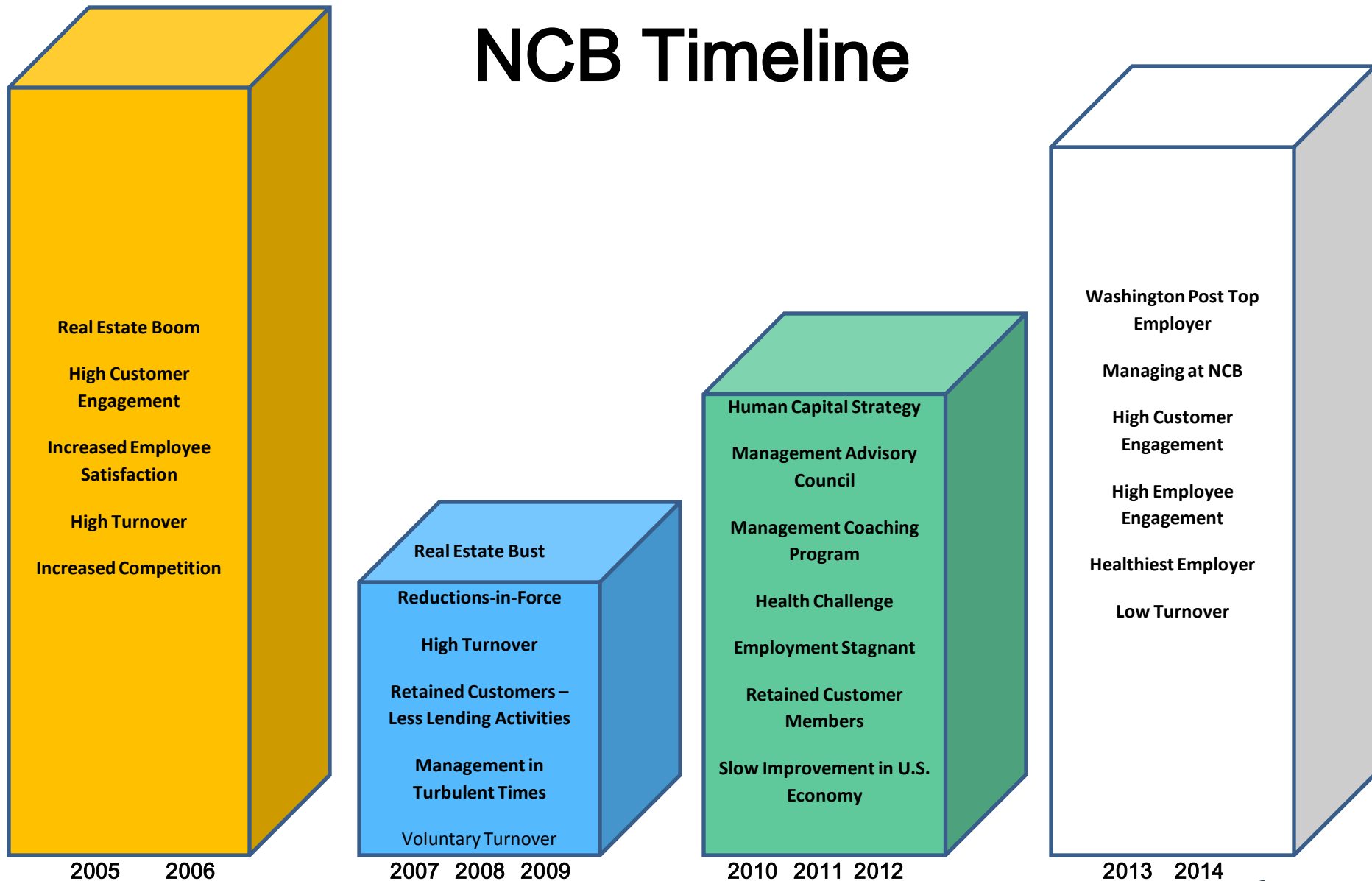
ROI on Workplace Culture

Our studies of the 100 Best Companies show that great workplaces enjoy significantly lower turnover and better financial performance than industry peers.

Great Place to Work Institute
2013

HR TIMELINE

NCB Timeline



NCB's Metrics

- NCB exceeded net income in 2013 and 2014.
- Total annual employee turnover for 2013 was 6.1% for NCB, while the national average employee turnover rate for financial institutions was 17.2% (CompData Surveys).
- Total voluntary employee turnover for 2013 was 4.4% for NCB, while the national average voluntary employee turnover for financial institutions was 12.8% (CompData Surveys).

Great Place to Work

“A great place to work is one in which you trust the people you work for, have pride in what you do, and enjoy the people you work with.”

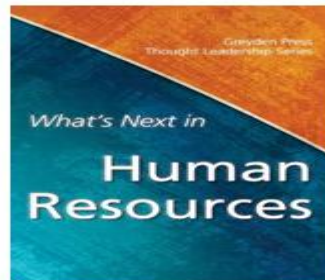
Robert Levering

Co-Founder

Great Place to Work Institute

What's Next in Human Resources

To contact Michele Fantt Harris, please email her at michele.harris19@gmail.com.



Thanks for Your Participation



Tim Weyland
Vice President
Human Resources
Topcon America Corporation
Tel.: 925/245-8539
tweyland@topcon.com



Vivian Hairston Blade
President & CEO
EiGL Consulting
Tel.: 502/419-2433
vivian.blade@eiglconsulting.com



Michele Fantt Harris
Senior Vice President
Human Resources
National Cooperative Bank
Tel.: 703/302-8002
michele.harris19@gmail.com



Requests for Information

Bill Bradley
VP, Marketing & Business Development
Omega Management Group Corp.
bbradley@omegascoreboard.com
Tel. 978/715-2587



Check for upcoming webcasts at
www.omegascoreboard.com/webcast.php

ΩMEGA
Management Group Corp.