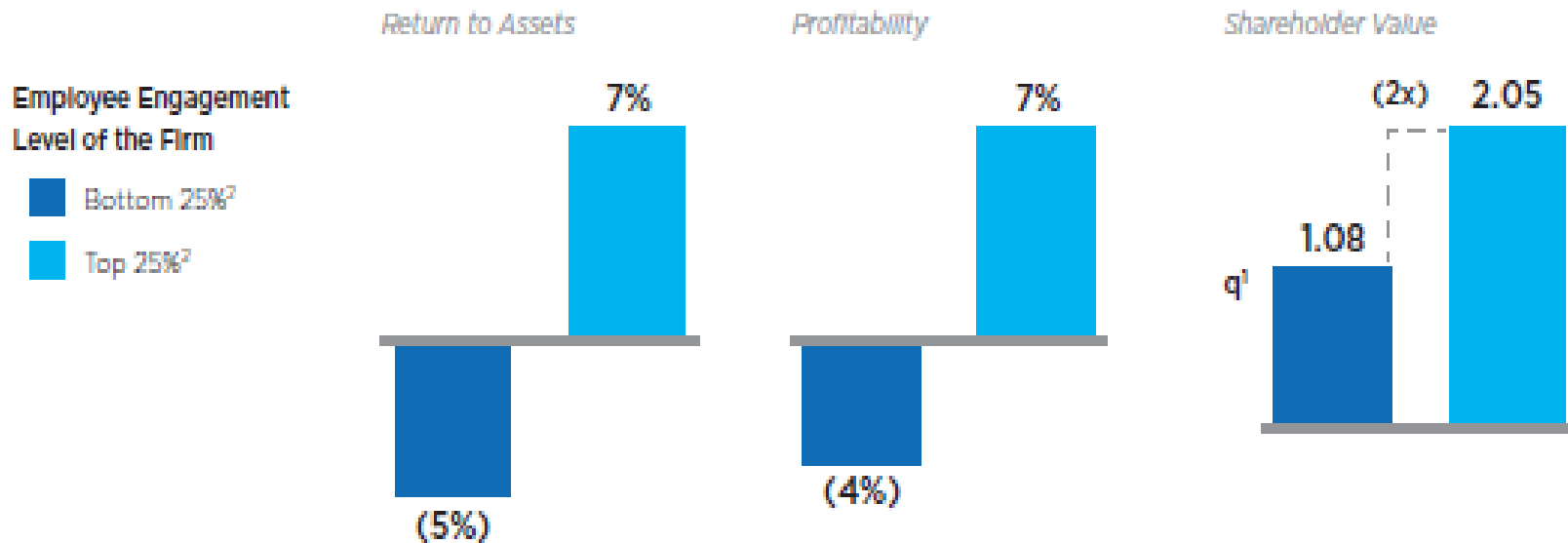


The connection between employee engagement and corporate performance is compelling

Relationship Between Employee Engagement and Organizational Financial Performance Indicators



Source: CEB, Driving Breakthrough Performance in the New Work Environment, 2012.

¹ q = The ratio of a firm's market value to the replacement cost of its assets.

² Based on 93 firms across diverse industries and 65 firms for q.

“ I think the model for starting employee engagement activities has to be embedded in everything you do. ”

Richard Branson, Chairman
Virgin Group

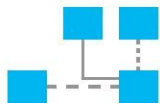
Exploring the New Work Environment

Leaders are finding it harder to engage employees in corporate priorities. Top-down management is less effective as work becomes more horizontal and distributed.



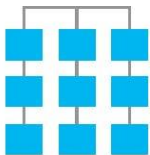
More Coordination

60% of employees coordinate with at least 10 people to complete their day-to-day work. Thirty percent are working with 20 or more colleagues on a daily basis.



More Decision Makers

50% of employees say more people are involved in decisions today than there were three years ago.



More Work Across Silos

67% of employees say they are working with people from different teams and departments.



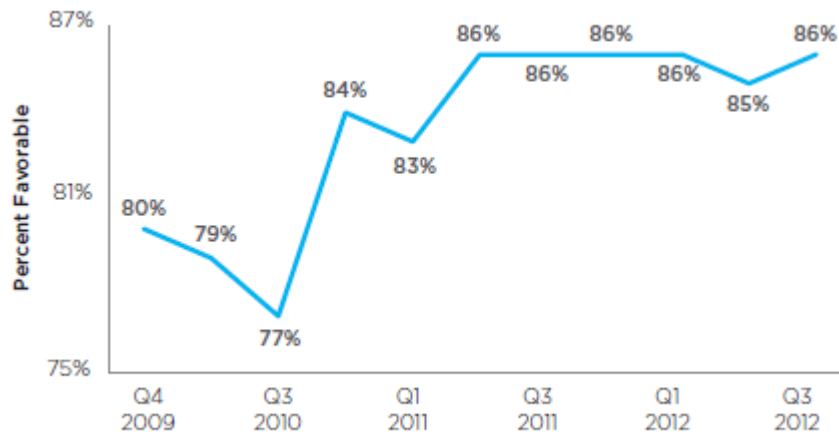
More Global

57% of employees say they are working more with employees in another location than they were three years ago.

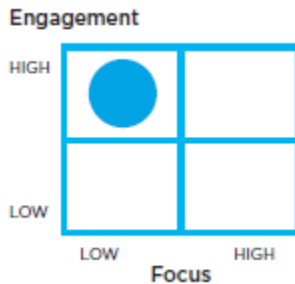
More Energy, Less Clarity

Engaged Employees Are Finding It Difficult to Prioritize

Employees are more engaged than they have been since before the global recession...



...but they are less focused and do not feel aligned with corporate objectives.



60% of highly engaged employees report their work is not aligned with company goals.³

¹CEB, Employee Engagement Quarterly Trending Report, 2012

²CEB, Mobilizing the Workforce, 2012.

How to apply employee energy toward the business objectives established for the company?

How to use culture to convert employee engagement into a competitive advantage?

How to drive agility to sustain that advantage?