Building a Great Workplace with a High Trust Culture

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TRUST
FOR ALL.
Our vision is for all people to be working for Great Places to Work FOR ALL by 2030.
WE ALL UNDERSTAND THE STRATEGIC IMPORTANCE OF DIVERSITY

WE ALL UNDERSTAND THE POWER OF DIVERSITY TO DRIVE BUSINESS RESULTS
“The industry will need to build 4.6 million new apartments by 2030 to keep up with demand. Those new apartment homes will have to serve a population that will be more diverse with varying household size compared to previous generations.”

- NMHC, 2018
“Those customers expect encounters with every representative of your company to fulfill the brand promise.”

- Great Place to Work, 2018
COMMUNITY
“In the human economy, the most valuable workers will be hired hearts. The know-how and analytic skills that made them indispensable in the knowledge economy no longer give them an advantage over increasingly intelligent machines. But they will still bring to their work essential traits that can’t be and won’t be programmed into software, like creativity, passion, character, and collaborative spirit—their humanity, in other words. The ability to leverage these strengths will be the source of an organization’s superiority over another.”

- Dov Seidman, Harvard Business Review
State of Disruption
Innovation
Disruptive Talent + Development
INDUSTRY
HEALTHCARE
RETAIL
HOSPITALITY
REAL ESTATE

DISRUPTION DRIVERS*
TECHNOLOGY
MARKETPLACE
PEOPLE
EMPLOYMENT
TRANSPORTATION
SHOPPING
HEALTH
SPACES

* NMHC, 2018
In 2018, 49% of US Workforce experiences the behaviors of a great workplace.

* GPTW US Workforce Study, 2018
**What We Know: It’s Rough Out There!**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>30%</td>
<td>Profits shared fairly</td>
</tr>
<tr>
<td>37%</td>
<td>Managers avoid favoritism</td>
</tr>
<tr>
<td>43%</td>
<td>Politicking &amp; backstabbing not used to get things done</td>
</tr>
<tr>
<td>45%</td>
<td>Celebrate people who try new and better ways of doing things</td>
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<tr>
<td>46%</td>
<td>Emotionally healthy workplace</td>
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<tr>
<td>50%</td>
<td>Get straight answers to their questions from managers</td>
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* GPTW US Workforce Study, 2018
“The risk people tend to fear most is not financial loss or wasted time. Rather, it is the risk to their pride, status, and prestige, to what their peers will think of them if they fail. In other words, the risk of failure can weigh more heavily than what is at risk.”

- Franz Johansson
“We must increase the velocity of innovation that is relevant to our customers, inspires our partners, and is meaningful to our business,”
-CEO, Kevin Johnson
Just 17 percent of Americans say “innovative” describes apartments very well, according to results of NMHC’s 2018 Consumer Housing Insights Survey.
RESPONDING TO MASSIVE CHANGE

CONTINUOUS IMPROVEMENT
INNOVATION VELOCITY RATIO = An organization’s ability to quickly harness, mobilize and respond to new information and ideas.
Over the last year, **how many meaningful opportunities** have you had to develop **new and better ways** of doing things at work?
An “Innovation By All” Culture Fuels Revenue Growth

Companies grow much faster when more of their employees experience a climate that encourages innovation. Those organizations in the top quartile for an inclusive innovation experience achieve 5.5x the median year-over-year revenue growth compared to those in the lowest quartile, as measured by the Trust Index®.

Source: Great Place to Work analysis
AVERAGE U.S. WORKPLACE

- 49% Ready to quickly adapt
- 45% Believe risk-taking is celebrated
- 43% Say they’re involved in decisions
- 43% Think managers genuinely seek ideas
DISRUPTIVE TALENT ACQUISITION

DISRUPTIVE TALENT DEVELOPMENT
Based on more than a quarter-century of employee feedback, these are the nine high-trust practice areas on the part of leaders that **directly impact trust**.
### Employee experience

<table>
<thead>
<tr>
<th>Transactional experiences</th>
<th>High-trust experiences</th>
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</thead>
<tbody>
<tr>
<td>Minimum</td>
<td>Generous</td>
</tr>
<tr>
<td>Ordinary</td>
<td>Unique</td>
</tr>
<tr>
<td>Impersonal</td>
<td>Personalized</td>
</tr>
<tr>
<td>Disconnected</td>
<td>Integrated</td>
</tr>
</tbody>
</table>
“Enterprises that are successful are looking to build dialogue and emotional engagement with their customer in ways that express their story in authentic, emotional and memorable experiences.”

- Great Place to Work, 2018
DISRUPTIVE TALENT ACQUISITION
Transactional experiences  High-trust experiences

Hire individuals with skills for a job

Hire people with gifts/talents who fit into culture to contribute to the organization’s growth
Purpose Gaps
If employees feel they're left out of the company's mission and excitement, they quickly feel excluded from innovation as well.
Go where diversity *thrives*.
Identify the experience you need residents to have, and deliver the same experience to your employees.
Fuel what’s working.
Front-line Manager Funk
Frontline managers are fundamental in driving innovation by all, yet often are left feeling neglected, overworked, and under-supported.
DISRUPTIVE TALENT DEVELOPMENT
Transactional experiences | High-trust experiences

Give employees training in skills needed to do their jobs | Developing | Help people nurture their gifts to grow professionally and personally
Stagnating Minds
When people do not feel they have the ability to grow professionally, it leads them to feel stuck and blocked from contributing new ideas.
Stop designing traditional training programs.
Transform Good to Great.
If they get close to residents, get close to them.
Go where diversity *thrives*.

Identify the *experience* you need residents to have, and deliver the *same experience* to your employees.

Fuel what’s *working*. 
Stop designing traditional training programs.

Transform good to GREAT.

If they get close to residents, get close to them.
Better for Business.
Stock Performance of FORTUNE 100 Best

Best Companies Provide Nearly 3x Return

Source: FTSE Russell

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Better for People.
“Compared with people at low-trust companies, people at high-trust companies report*:

• 74 percent less stress
• 106 percent more energy at work
• 50 percent higher productivity
• 13 percent fewer sick days
• 76 percent more engagement
• 29 percent more satisfaction with their lives
• 40 percent less burnout.”

Better for The World.
THANK YOU!

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