



Building a Great Workplace with a High Trust Culture

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FORTUNE
100
BEST
COMPANIES
TO WORK FOR®
2019

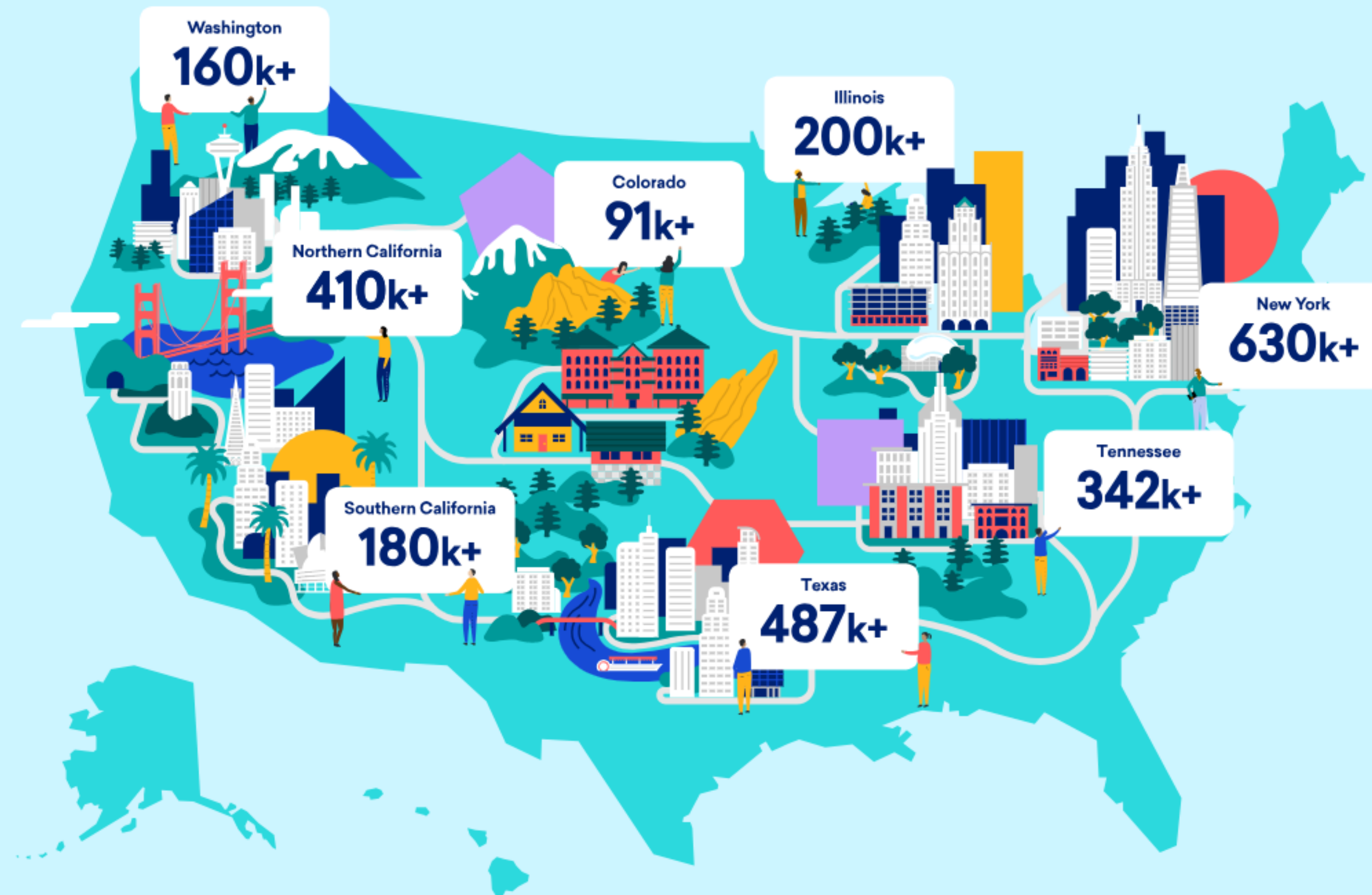


TRUST



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



In 2018,

49%

of US Workforce experiences the
behaviors of a great workplace.

What We Know: It's Rough Out There!

30%

Profits shared fairly

37%

Managers avoid favoritism

43%

Politicking & backstabbing not used to get things done

45%

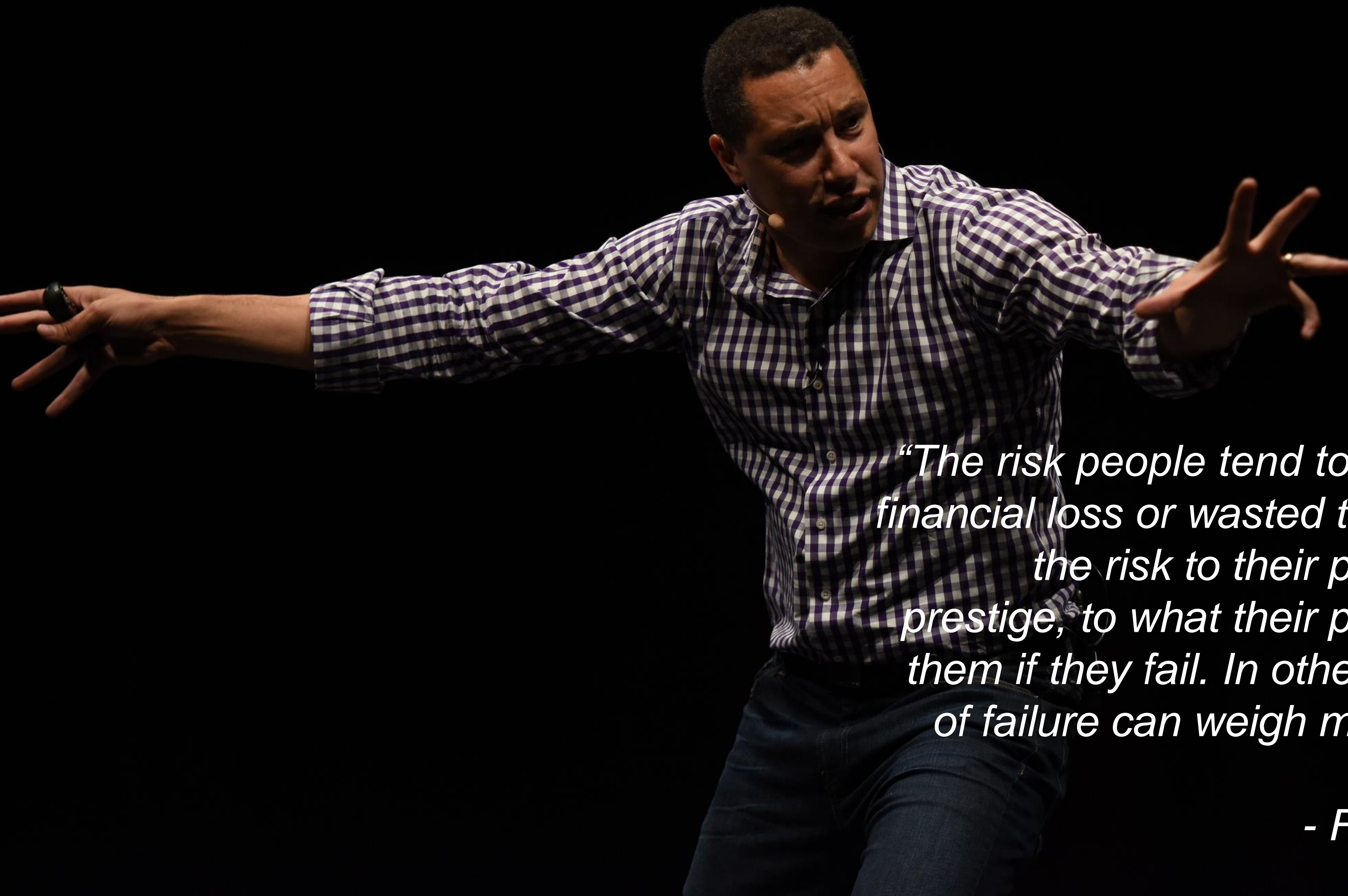
Celebrate people who try new and better ways of doing things

46%

Emotionally healthy workplace

50%

Get straight answers to their questions from managers



“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.**

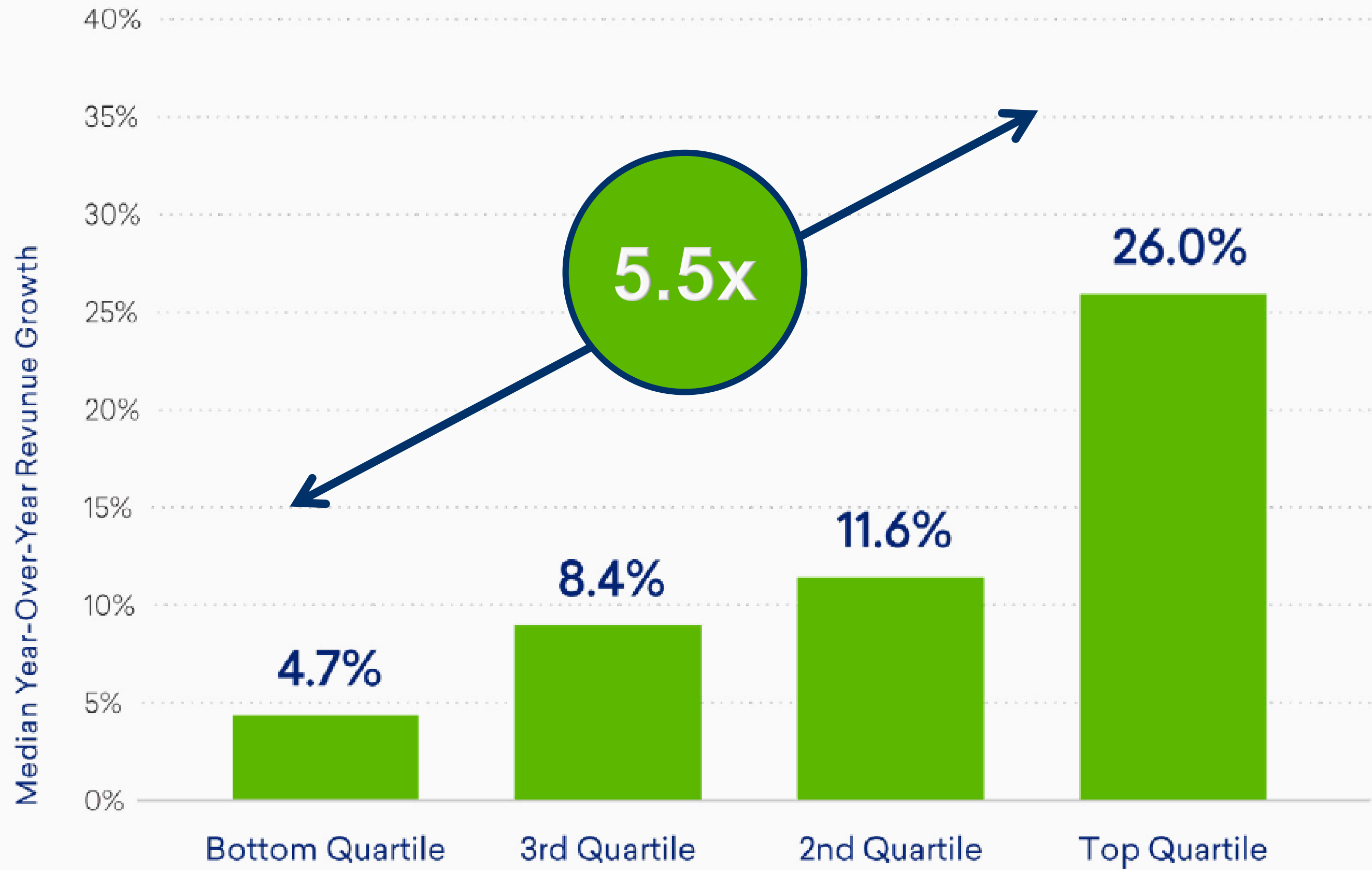
Over the last year, how many meaningful opportunities have you had to develop new and better ways of doing things at work?

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®.

■ 2018 Certified Companies Ranked by Innovation Experience Results

Source: Great Place to Work analysis



AVERAGE U.S. WORKPLACE



49%

Ready to quickly
adapt

45%

Believe risk-taking
is celebrated

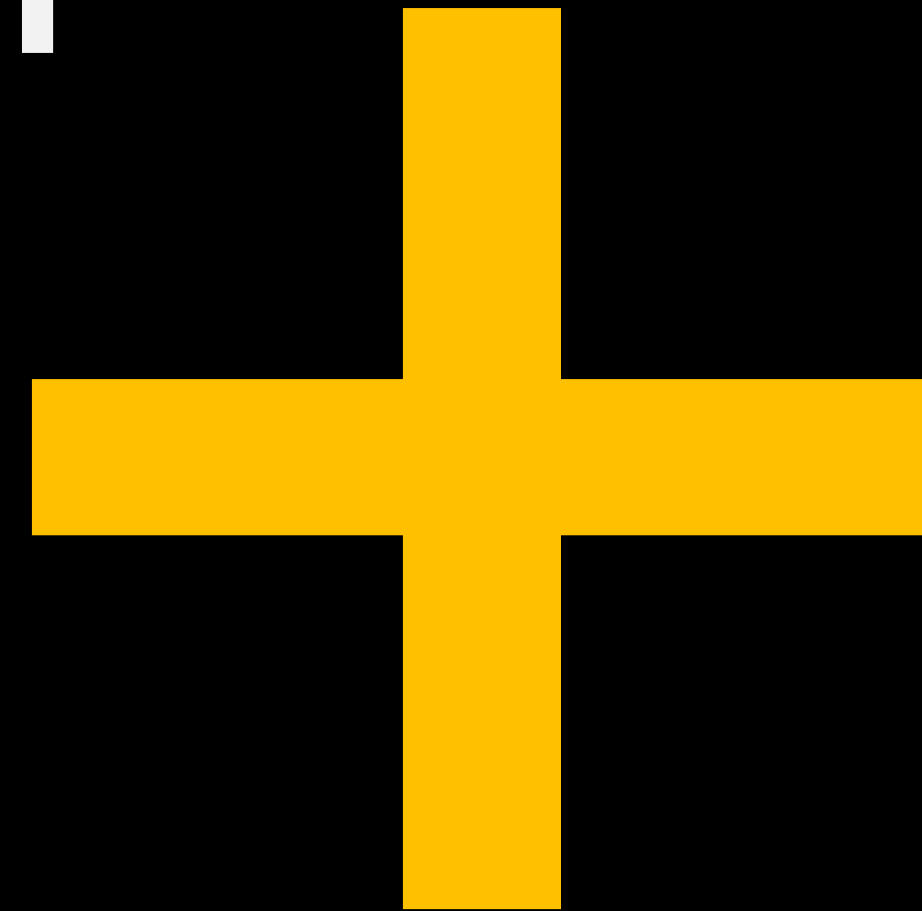
43%

Say they're involved in
decisions

43%

Think managers
genuinely seek ideas

**DISRUPTIVE TALENT
ACQUISITION**



**DISRUPTIVE TALENT
DEVELOPMENT**

9 High Trust Practices Areas

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



Transactional experiences

High-trust experiences

Minimum

Generous

Ordinary

Unique

Impersonal

Personalized

Disconnected

Integrated

“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

Hiring

Hire people with gifts/talents
who fit into culture to contribute
to the organization's growth

A silhouette of a person in mid-air, jumping over a gap between two dark, jagged rock formations. The background is a bright, glowing sunset or sunrise sky with soft clouds. The overall mood is one of achievement and overcoming challenges.

Purpose Gaps

The background image shows a person in silhouette jumping over a gap between two large, dark rock formations. The scene is set against a bright, hazy sky at sunset or sunrise, with warm orange and yellow light. The person is captured mid-air, with arms and legs extended, suggesting a leap or jump. The text is overlaid on the left side of the image, within a semi-transparent grey box.

**If employees
feel they're left
out of the
company's
mission and
excitement,
they quickly
feel excluded
from
innovation as
well.**

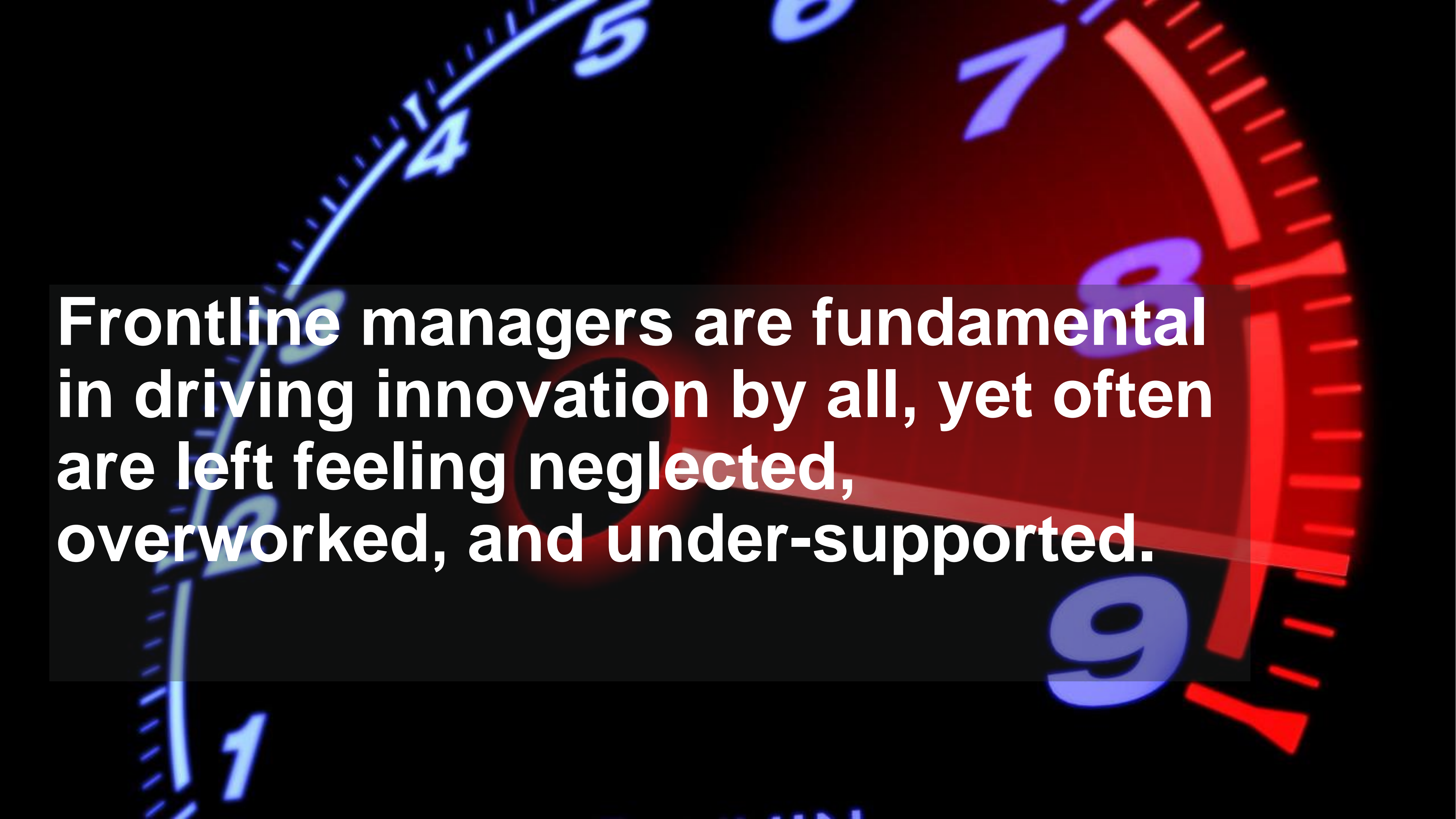
Go where diversity **thrives.**

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

Fuel what's **working.**

A close-up, slightly blurred image of a clock face. The clock has a black background with large, glowing blue numbers for the hours 1 through 9. A thick, glowing red needle is positioned, pointing towards the 9. The needle has a black circular hub at its base. The overall lighting is dark, with the clock's elements glowing against the black background.

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

A photograph of a peace lily plant in a silver metal bucket. The plant has long, green, lance-shaped leaves that are drooping over the sides of the bucket. The background is a plain, light gray. The text "Stagnating Minds" is overlaid in a bold, blue font on a semi-transparent white rectangular background in the center of the image.

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.**

DISRUPTIVE TALENT ACQUISITION

Go where diversity **thrives**.

Identify the **experience** you need
residents to have,
and deliver the **same experience** to your
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Fuel what's **working**.

DISRUPTIVE TALENT DEVELOPMENT

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

- FORTUNE 100 Best
- Russell 3000
- Russell 1000

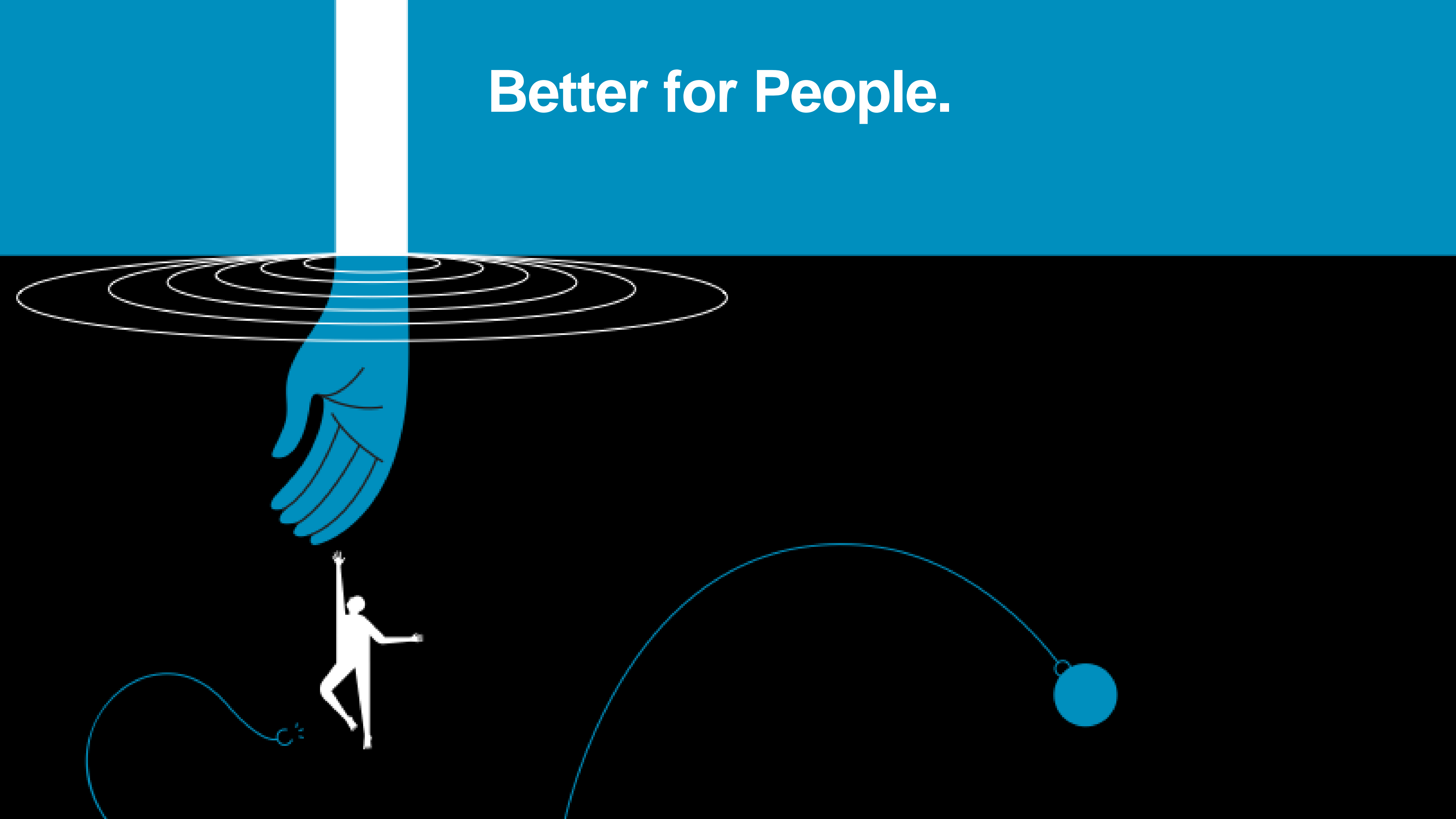
Source: FTSE Russell

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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.”⁹³

* Source: Paul Zak, “The Neuroscience of Trust.” Harvard Business Review, January-February 2017

Better for The World.



THANK YOU!

CONNECT WITH ME VIA

Linked 

or

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