



Employee Engagement: Designing Exchanges

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**How can we
improve
employee
engagement?**



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improve
employee
engagement?**



**Engage your
employees!**

Simple, but not Easy

- » What shapes the patterns of employee engagement?
- » So what options are there for shifting those patterns?
- » Now what will you do?



What shapes the patterns of employee engagement?

- » A pattern is a sentence, so it needs:
 - » Subject
 - » Verb
 - » Object



What shapes the patterns of employee engagement?

- » Who?
- » Does what?
- » To whom?



What is given?

- » In most organizational settings, the **who** and the **whom** are given.
- » The options for action lie in the **verb**.
- » In HSD, we consider verbs to be conditions that shape **exchange**.

So, if you want to change the pattern of engagement,
you have to work on your exchanges.

Exchanges>>Coupling

Tight coupling

- » When?
- » Why?
- » Risks?
- » Benefits?



Exchanges>>Coupling

Loose coupling

- » When?
- » Why?
- » Risks?
- » Benefits?



Exchanges>>Coupling

Uncoupling

- » When?
- » Why?
- » Risks?
- » Benefits?



So what?


Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
			




Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
Length			
Width			
Dynamic			
Direction			
			

Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
Length	Short	Variable	Long
Width			
Dynamic			
Direction			
			

Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
Length	Short	Variable	Long
Width	Wide	Variable	Narrow
Dynamic			
Direction			
			


Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
Length	Short	Variable	Long
Width	Wide	Variable	Narrow
Dynamic	Damping	Amping	Ignoring
Direction			
			

Designing Exchanges

	Tightly coupled	Loosely coupled	Un-coupled
Length	Short	Variable	Long
Width	Wide	Variable	Narrow
Dynamic	Damping	Amping	Ignoring
Direction	One-way	Two-ways	No-ways
			


Designing Exchanges

	Tightly coupled		
Length	Short		
Width	Wide		
Dynamic	Damping		
Direction	One-way		
			

Designing Exchanges

		Loosely coupled	
Length		Variable	
Width		Variable	
Dynamic		Amping	
Direction		Two-ways	
			

Designing Exchanges

			Un- coupled
Length			Long
Width			Narrow
Dynamic			Ignoring
Direction			No-ways
			



Now what?

Options for Action

	Current pattern of engagement	Desired pattern of engagement
Length		
Width		
Dynamic		
Direction		

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More resources

- » Books
 - » *Adaptive Action: Leveraging Uncertainty in Your Organization*
(Eoyang & Holladay)
- » Web
 - » www.adaptiveaction.org
 - » Wiki.hsdinstitute.org
 - » www.hsdinstitute.org
 - » Twitter: #hsd #adaptact @GlendaEoyang



Your Opportunity To Become An HSD Professional

- » Patterns and Possibilities, July 2014 in Portland, OR
- » Four months exploring an online learning ecology:
 - » Lively learning community
 - » Guided practice
 - » Large group learning
 - » Dialogues
 - » Learning packets on relevant topics
 - » Praxis Partner for support
- » HSDInstitute.org for more info and to register





Which topic are you most excited about?

March 6, 2014 11:00 – 1:00 CST	<i>Quarterly Meeting—Associates and Friends Networking</i>
April 3, 2014 11:00 – Noon CST	<i>Agile Organizations: Setting Conditions for Self-organizing</i>
May 1, 2014 11:00 – Noon CST	<i>Re-Form: Healthcare and Education for Tomorrow</i>
June 5, 2014 11:00 – 1:00 CST	<i>Quarterly Meeting—Associates and Friends Networking</i>