

#### **Employee Engagement: Designing Exchanges**

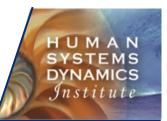
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**Employee Engagement** 

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#### How can we improve employee engagement?





#### How can we improve employee engagement?





## Engage your employees!

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#### 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
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**Employee Engagement** 



	Tightly coupled	Loosely coupled	Un- coupled
Length			
Width			
Dynamic			
Direction			



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



Tightly coupled	Loosely coupled	Un- coupled
Short	Variable	Long
Wide	Variable	Narrow
	coupled Short	coupledcoupledShortVariable





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





	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
	1 1 2		







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



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

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		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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#### How can we improve employee engagement?





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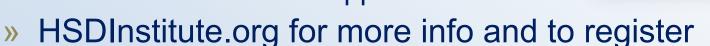


#### More resources

- » 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







## Which topic are you most excited about?

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