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DEVELOP YOUR DEPARTMENT'S BRAND TO BETTER ENGAGE EMPLOYEES

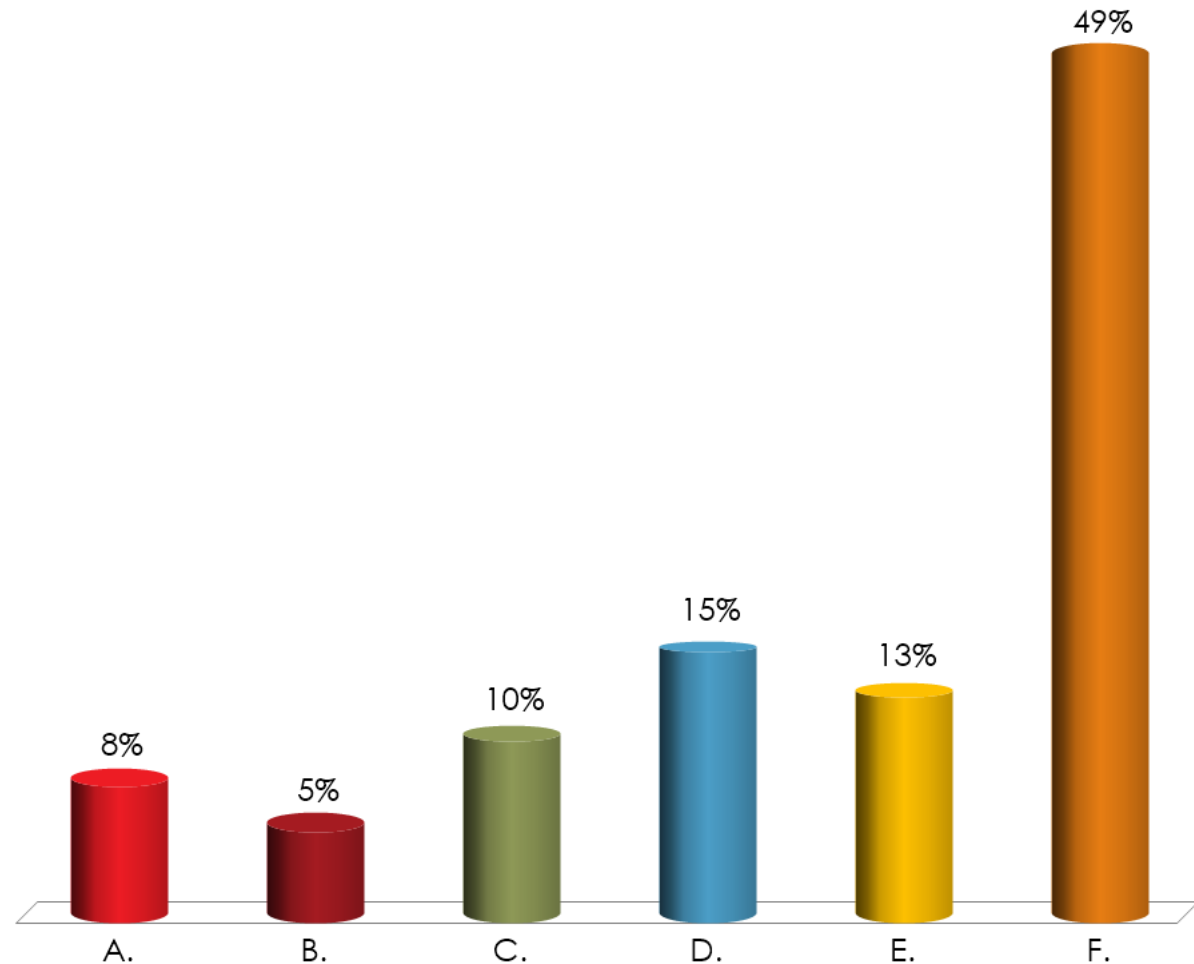


Chester County Human Resources Association

October 19, 2018

HOW MANY EMPLOYEES IN YOUR ORGANIZATION?

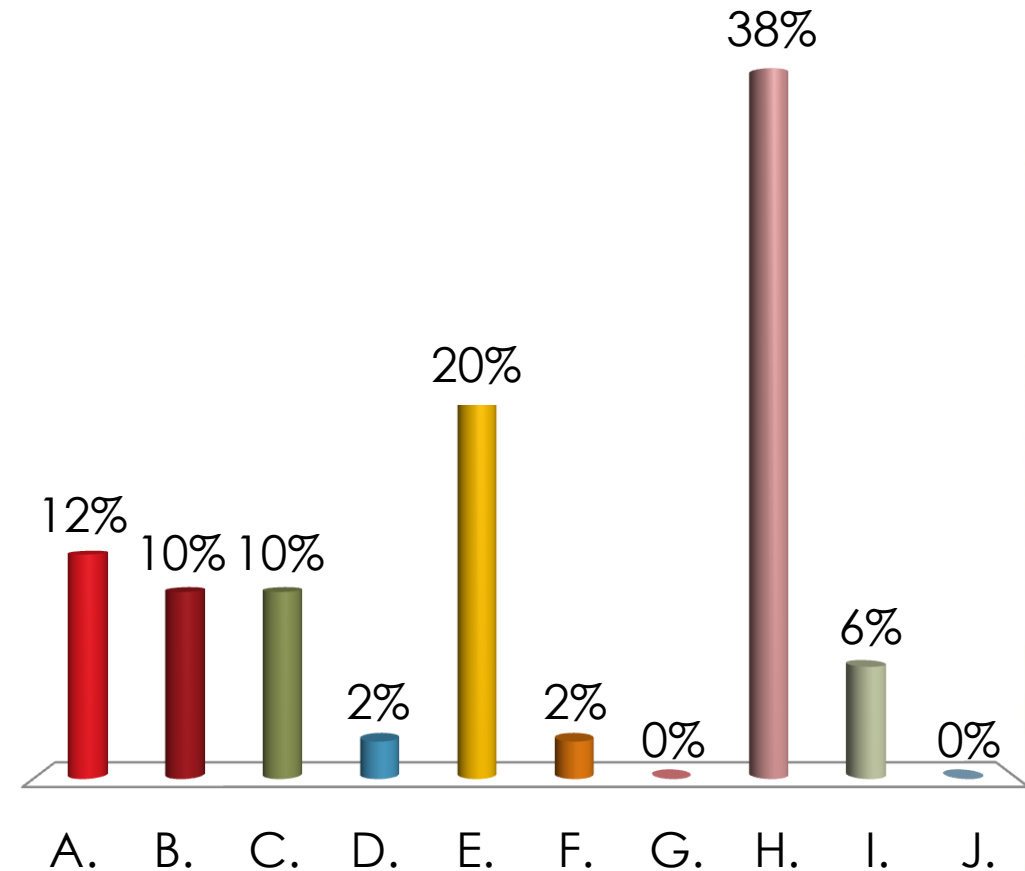
- A. Less than 15
- B. 16-50
- C. 51-100
- D. 101-500
- E. 501-1,000
- F. More than 1,000



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HOW IS HCM PRIMARILY VIEWED IN YOUR ORGANIZATION? SELECT THE TOP 3 RESPONSES

- A. Employee payroll and benefits
- B. Responsible for recruitment and retention
- C. Critical support function
- D. Executive-level function
- E. HR problem solver**
- F. Business problem solver
- G. Catalyst
- H. Major contributor to the organization's strategy**
- I. Contributor to the organization's bottom line
- J. Other

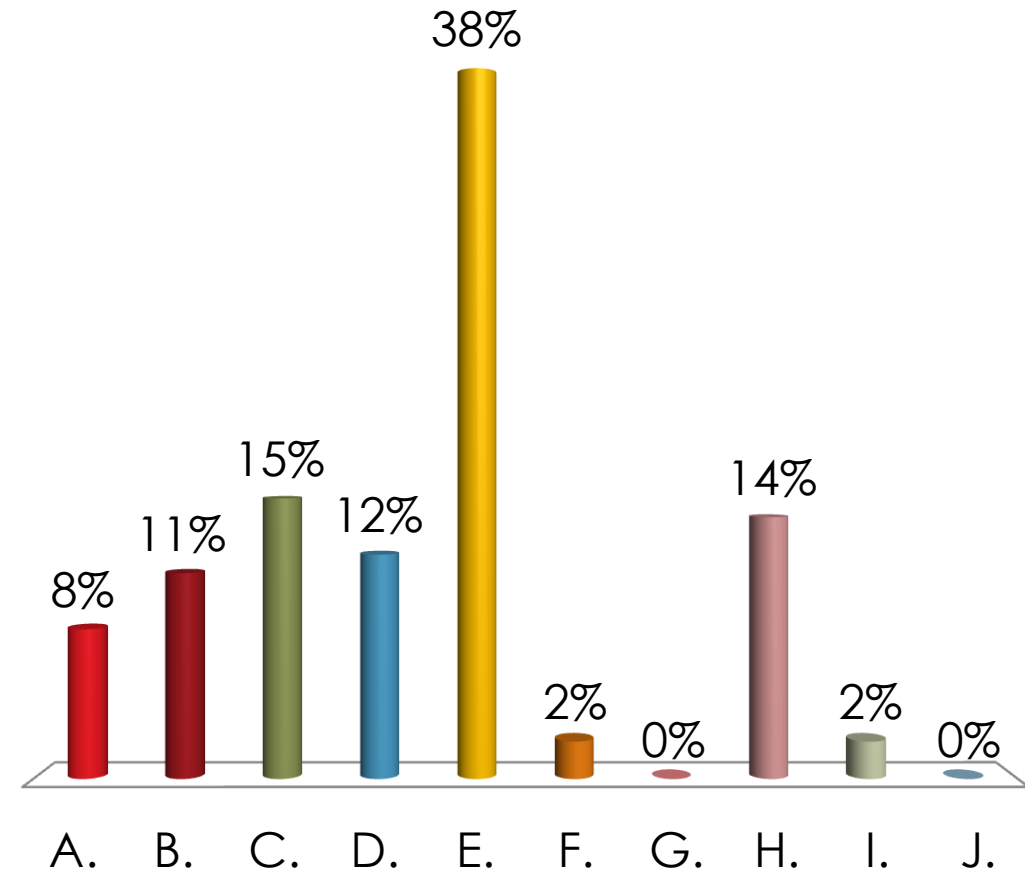


CCHRA 2018 Results



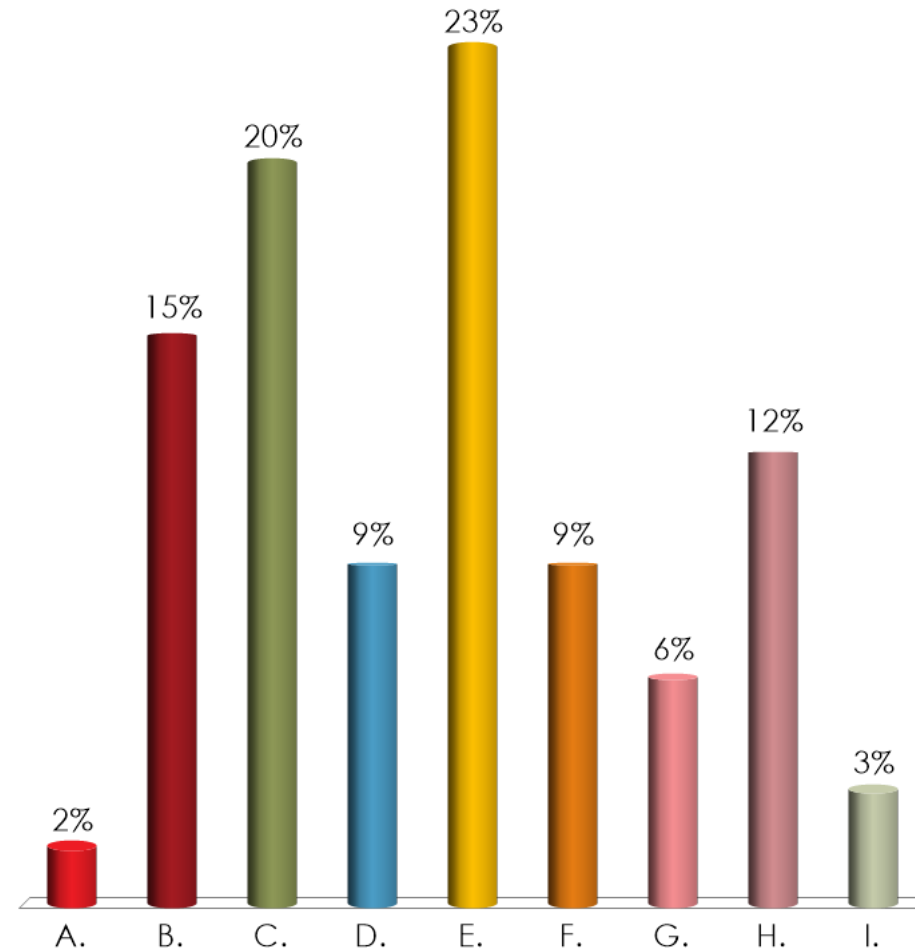
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WHAT ARE YOUR TWO GREATEST CHALLENGES?

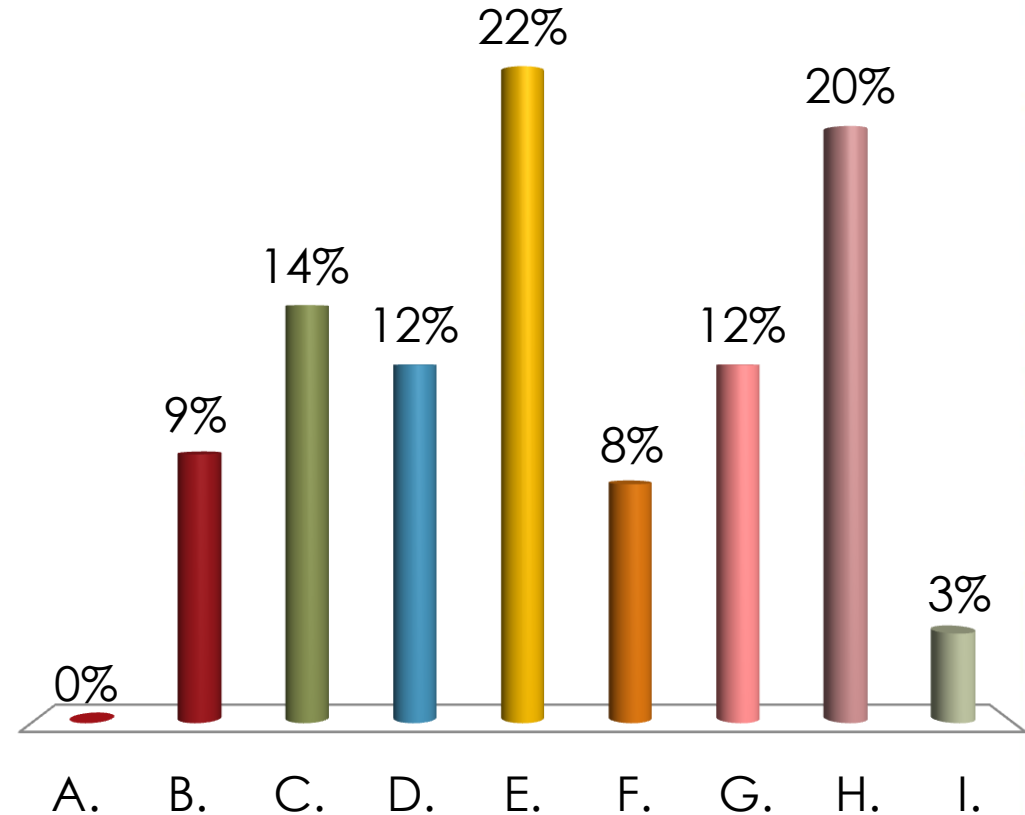
- A. I don't have any
- B. Recruitment
- C. Retention
- D. Performance management
- E. Motivating employees
- F. Training employees
- G. Incenting employees
- H. Developing supervisors and managers
- I. Other



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WHAT ARE YOUR 2 GREATEST CHALLENGES?

- A. I don't have any
- B. Recruitment
- C. Retention
- D. Performance management
- E. **Motivating employees**
- F. Training employees
- G. Incenting employees
- H. **Developing supervisors and managers**
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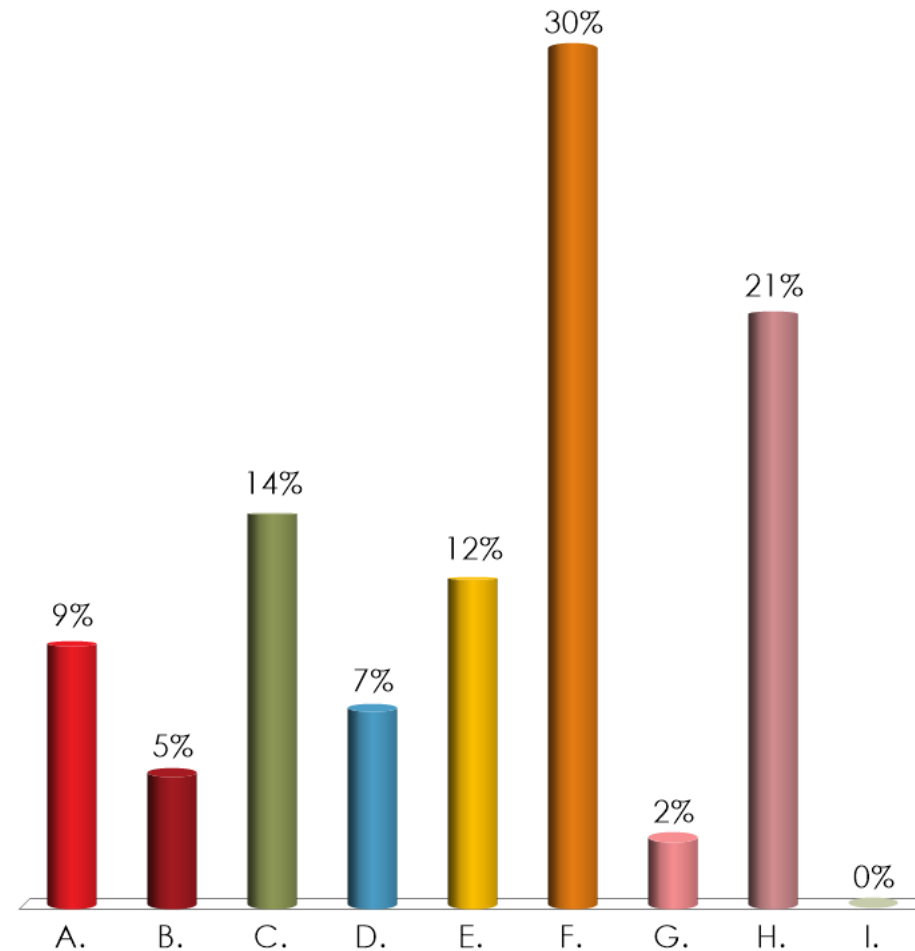
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BRAND



HOW WOULD YOU DEFINE “BRAND”?

- A. Logo
- B. Recognized product
- C. Emotional attachment to a product or organization
- D. Belief system
- E. A product or organization promise to customer
- F. What distinguishes a product or organization
- G. None of the above
- H. All of the above
- I. Other



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MICROSOFT
\$65.1 BILLION



IBM
\$52.7 BILLION



FORD
\$30.1 BILLION



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WHAT IS A BRAND?

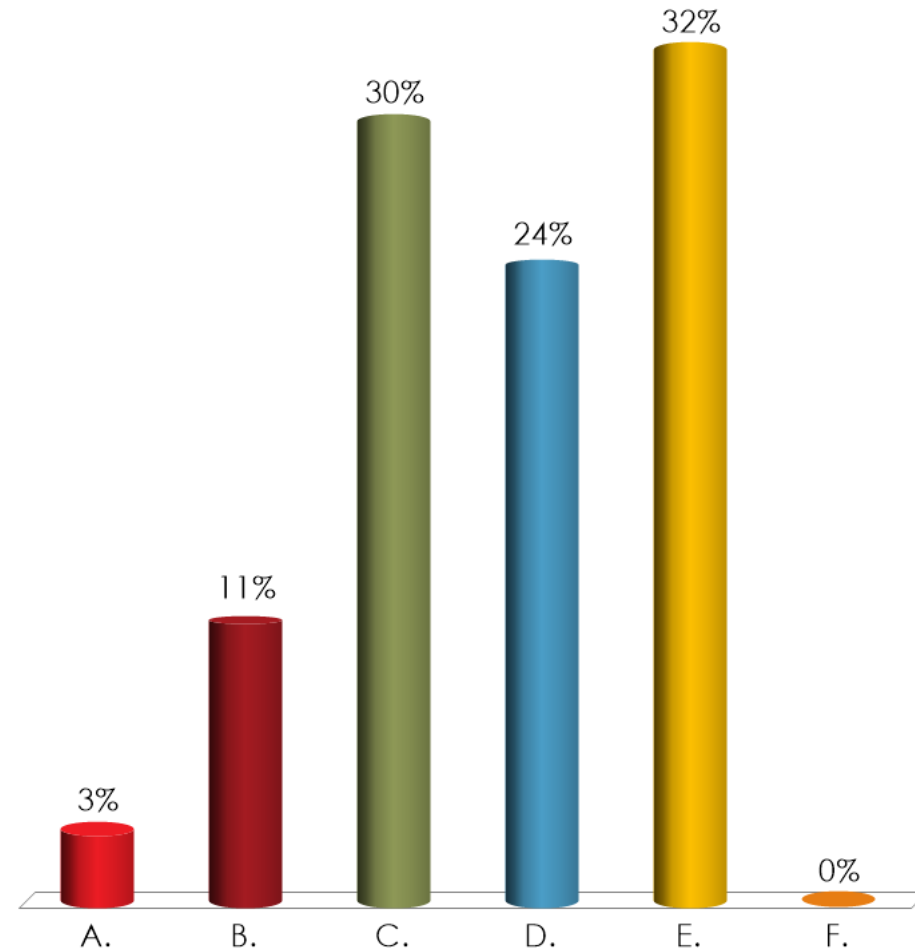
- The way in which a company, organization, or individual is perceived by those who experience it.
- They live in people's minds. They live in the minds of everyone who experiences them.
- Brands are perceptions.
- "A person's gut feeling about a product, service, or organization."
(Marty Neumeier)
- "The sum total of how someone perceives a particular organization."
(Ashley Friedlein)



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TO WHAT EXTENT DO YOU THINK YOUR COMPANY HAS A BRAND?

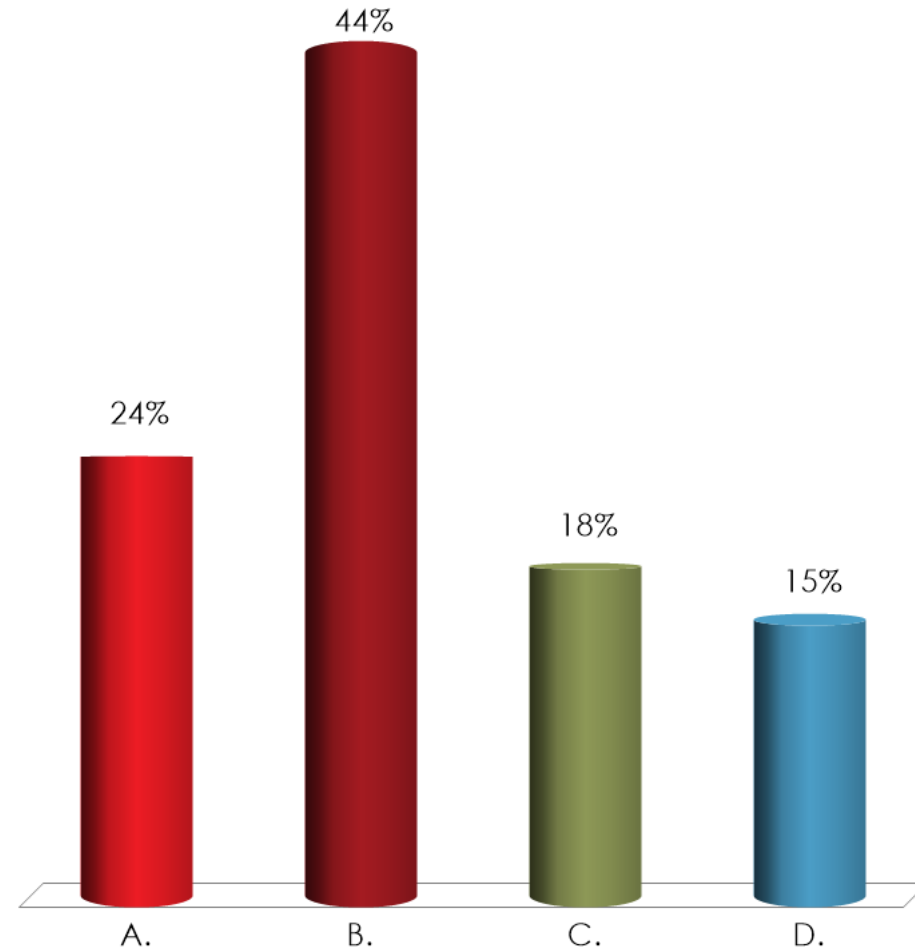
- A. I don't
- B. Small extent
- C. Moderate extent
- D. Good extent
- E. Great extent
- F. I'm still not sure I know what a brand is



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DOES YOUR HR/HCM DEPARTMENT HAVE A BRAND?

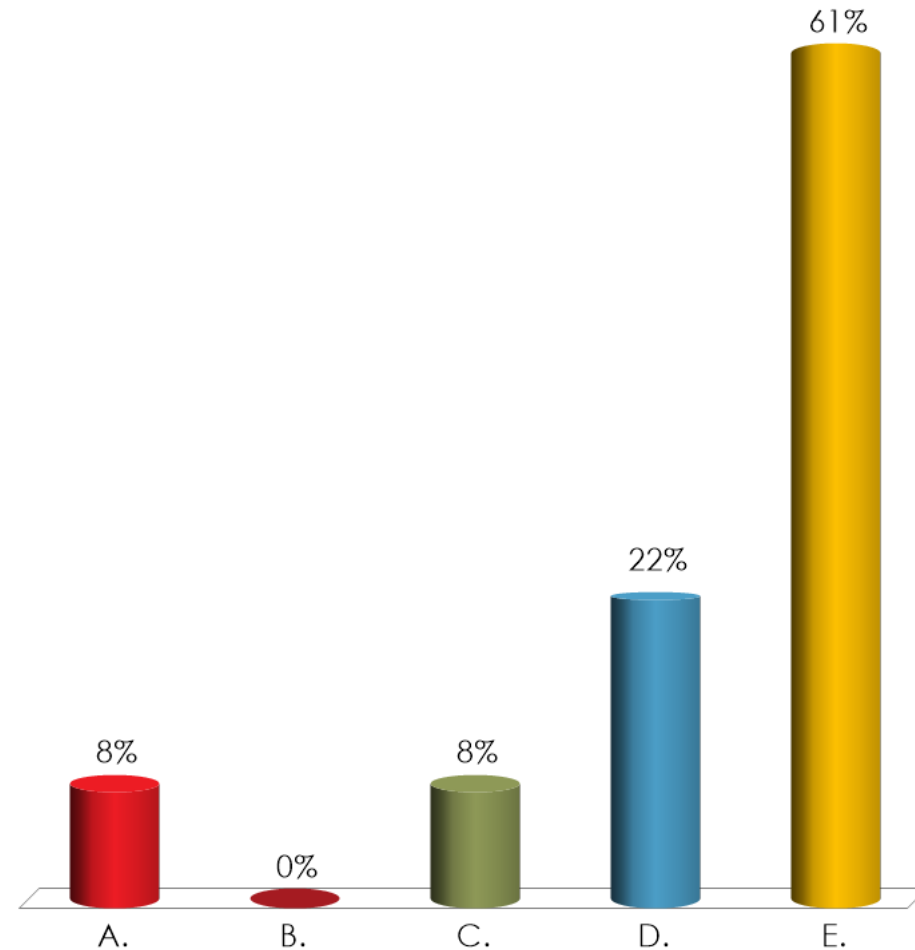
- A. No
- B. Somewhat
- C. Yes
- D. Uncertain



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TO WHAT EXTENT DO YOU THINK YOUR DEPARTMENT COULD BENEFIT FROM HAVING A BRAND?

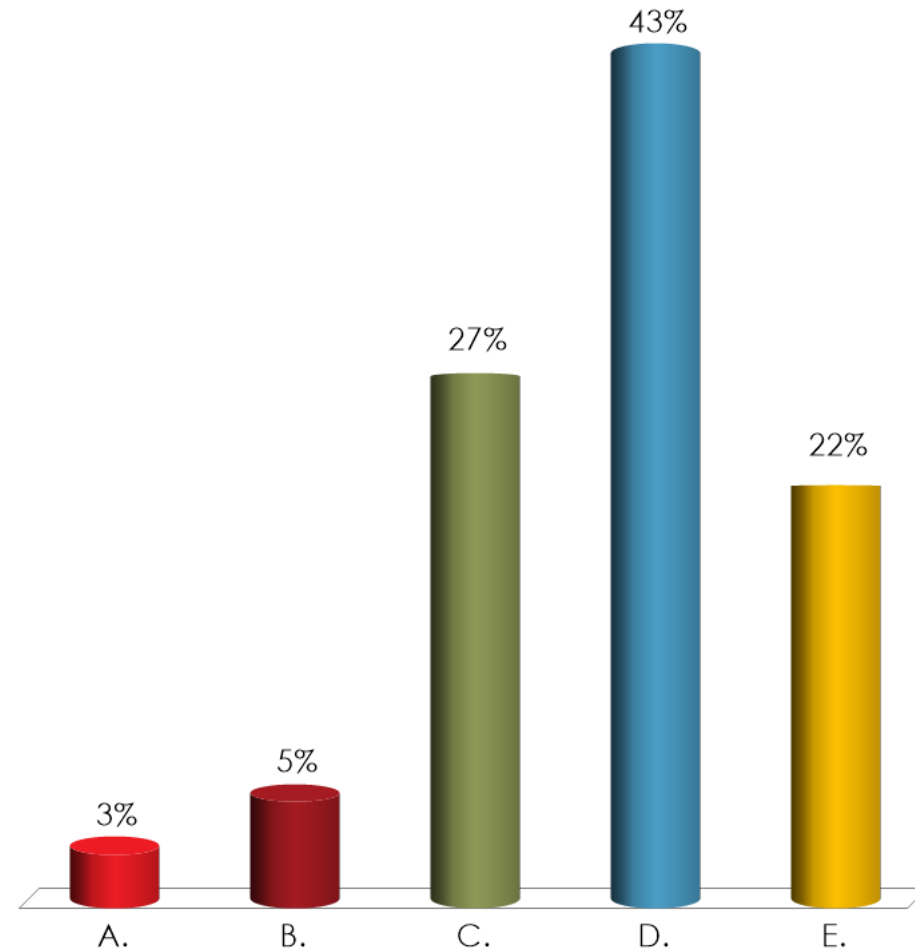
- A. I don't
- B. Small extent
- C. Moderate extent
- D. Good extent
- E. Great extent



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TO WHAT EXTENT DO YOU BELIEVE HAVING A BRANDED HR/HCM DEPARTMENT COULD POSITIVELY IMPACT EMPLOYEE ENGAGEMENT?

- A. I don't
- B. Small extent
- C. Moderate extent
- D. Good extent
- E. Great extent



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ELEMENTS OF A BRAND

Brand Promise

- At its core, a brand is a promise to its customers.
- A brand promise incorporates more than just tangible products and services. It also includes the feeling the customer experiences as part of the interaction.

Brand Perceptions

- Brands are built by customers, not companies.
- It doesn't matter what you think your brand promise(s), what matters is how consumers perceive your brand.



ELEMENTS OF A BRAND

Brand Expectations

- Based on your brand promise, customers develop expectations for your brand. If your brand doesn't meet expectations in every interaction, customers lose faith in it.

Brand Persona

- Think of it this way: Whom would you rather spend time with, Apple or Microsoft? These brands have 2 different personas.
- Rather than asking, "what is a brand?" a better question might be, "Who is your brand?" Every brand has a persona.

Brand Elements

- Brands include tangible and intangible elements – messaging, materials, interactions, etc.
- These elements must work together.



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**GOOD TO GREAT – BRANDING YOUR
DEPARTMENT**

FOR CONSIDERATION...

Talent is an asset and should be managed
as a strategic investment
that can help supercharge performance

**Talent is only an outstanding asset if
employees are fully engaged**



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QUESTIONS WORTH PONDERING

If you could start from scratch and without preconceived thoughts on what an HR/HCM department should be...

1. Would you keep the design as is, modify the design; entirely rethink the design?
2. Would you rethink the purpose of the department in different terms?
 - Is there a difference between existing to hire, develop, and retain employees and existing to energize, engage, and leverage employee's experience, knowledge or ideas? Are these different brands.
3. How is your department perceived/branded? Is it a brand that is indispensable to the success of the organization?



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TRADITIONAL HR BRANDS

1. What are traditional HR brands?
2. What brands could elevate and reposition your department?
3. What might a 21st century brand be?



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MORE QUESTIONS WORTH PONDERING

If your department was to:

- Fully engage employees

OR

- Create an employee engagement environment

OR

- Facilitate employee engagement

Q: How would this affect your functions; interactions; how you hired, developed, retained employees?



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WHY BRAND YOUR DEPARTMENT

- You create the image and persona of your Department rather than the organization defining it
- Enables your Department to have more impact because of how it is perceived
- It provides guide posts for behavioral and performance expectations of your team
- It sets the stage for effective and consistent role modeling
- It increases the Department's ability to influence and have impact
- Facilitates the full engagement of your employees
- Energizes your Department



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YOUR DEPARTMENT BRAND EXERCISE

1. Write down two adjectives that describe your department ***as it is today***
2. Write down two adjectives that ***others would use to describe*** your department as it is today
3. Write down two adjectives that describe how you ***want your department to be branded.***



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STEPS TO BRAND YOUR DEPARTMENT

1. Determine what you want your **brand to promise** to the organization's employees
2. Determine what you want your **brand persona** to be
 - What can employees expect to experience when they interact with your internal customers?
 - How do you want internal customers to *feel* after they have interacted with your Department?
 - What do you want internal customers to be saying about their experience (other than they answered my questions)?
 - What energy do you want your internal customers to experience when they engage with your Department?



STEPS TO BRAND YOUR DEPARTMENT

3. Reach out and determine how your department's **brand perceptions** are from the Executive Team; various management teams; internal customers
4. Based on your brand promise, what will be the associated **brand expectations** of your internal customers (your employees). What are your Department's brand expectations?
5. Identify your Department's **brand elements**. Brand elements are those tangible and intangible elements, items, actions, work products that support the brand promise, shape the perceptions of your department and how it is perceived.



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METHODOLOGIES

1. Catalyst Conversations

- Branding is about outside perspectives, which is why facilitation produces such great results in this process
- High-impact, facilitated conversations
- Based on environmental scan of stakeholders
- Use of Archetype tool
- Includes leadership to ensure buy-in

2. Communications Plans

- Shared agreements with leadership and roll-out of consistently used language



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BRAND & ARCHETYPES

ARCHETYPES

- People know a brand is a feeling and a mindset
- Margaret Pott Hartwell and Joshua C. Chen took decades of research across psychology, consulting, and literature to come up with categories to use when thinking about brands
- They can help reveal to you key elements of your brand
- They can enhance trust with customers by helping you make sure your brand is clear



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ARCHETYPES: CATEGORIES

- There are 12 broad categories
- Each category has characteristic strengths
- Each one describes a way of making a positive difference in the world
- They are universally recognizable



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ARCHETYPES – THE CLASSIC 12 FAMILIES

- Caregiver
- Citizen
- Creator
- Explorer
- Hero
- Innocent
- Jester
- Lover
- Magician
- Rebel
- Sage
- Sovereign



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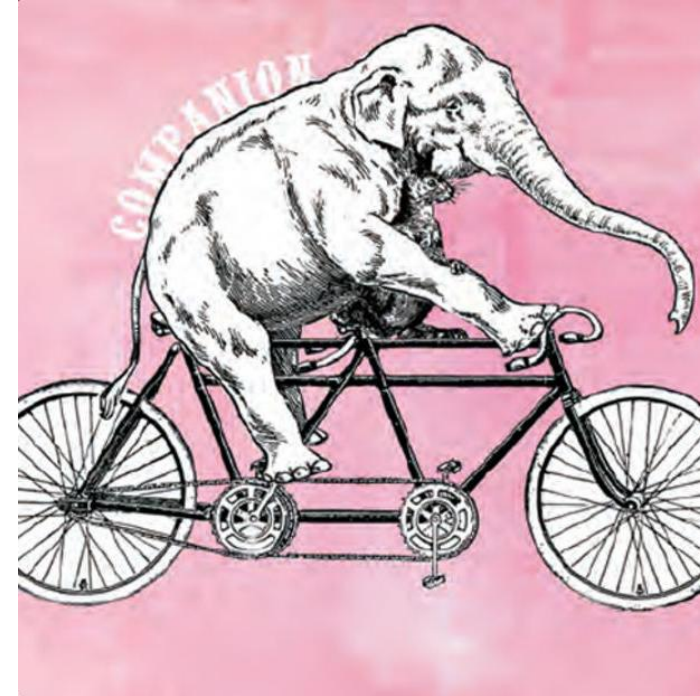
ARCHETYPES IN DETAIL: COMPANION

Strengths:

- Loyalty
- Detail orientation
- Determination
- Practicality
- Patience

Characteristic Behaviors

- A trusted support who can be relied on to help
- Offers assistance, order, sense of belonging
- Enables freedom by being the wind beneath the wings of others



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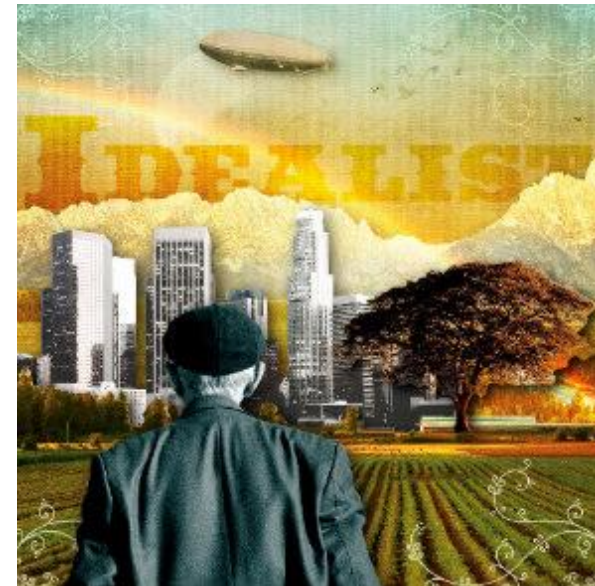
ARCHETYPES IN DETAIL: IDEALIST

Strengths:

- Belief in possibility of positive change
- Strong vision and work ethic toward the greatest common good
- Cooperation and collaboration
- Authenticity
- Altruism

Characteristic Behaviors

- Inspires others to seek a better world
- Takes great satisfaction in contributing to well-being of others



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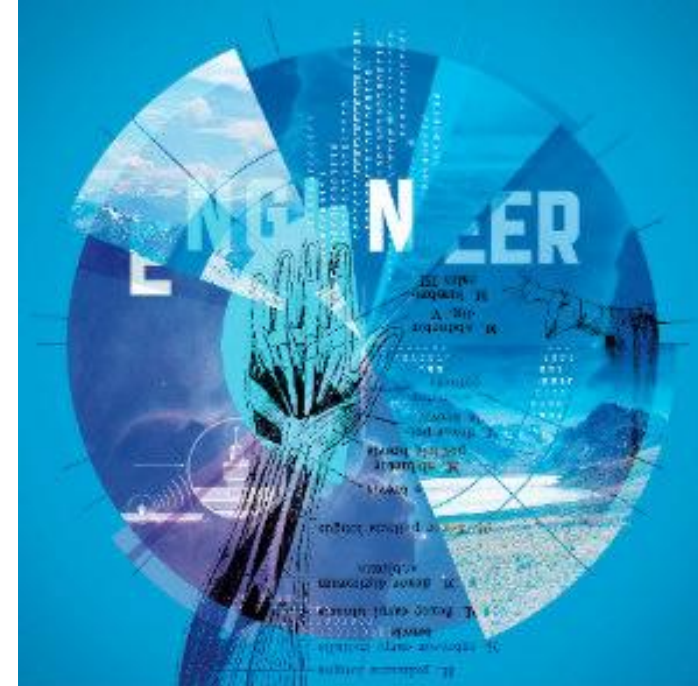
ARCHETYPES IN DETAIL: ENGINEER

Strengths:

- Practicality
- Engagement
- Honesty
- Groundedness
- Patience

Characteristic Behaviors

- Finds solutions to everyday problems
- Results driven and delivery oriented
- Good team player placing high value on collective work



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IT'S ALL ABOUT ENGAGEMENT

ENGAGEMENT STARTS WITH YOU

- From the first contact of a job candidate through onboarding through development and to retirement or transition, HR/HCM has a **constant influence on employee engagement**
- Engagement requires employees to be part of a **STORY**
- **NO ONE** has greater impact on how employees tell that story than HR/HCM
- With a branded HR/HCM department, employees can more easily be part of the story of your organization



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