

Cultivating Employee Work Passion: The New Rules of Engagement

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Agenda

- The Leadership-Profit-Chain
- Employee Work Passion
- Financial Implications of Poor Leadership
- Three critical implications



Three Types of Employees

- Engaged
- Disengaged
- Actively Disengaged

The Questions

- Why is leadership important?
- Is leadership capacity the single greatest contributor to organization success?
- If so, how does leadership specifically contribute to organization success?
- What is the cost of poor or ineffective leadership to organization success?

Definition of Terms

1. Strategic Leadership
2. Operational Leadership
3. Employee Work Passion
4. Customer Devotion
5. Organizational Vitality

The Leadership-Profit Chain



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What Intentions can we expect?

- 5 desirable intentions we expect from our employees
- 5 undesirable intentions we fear our employees will develop

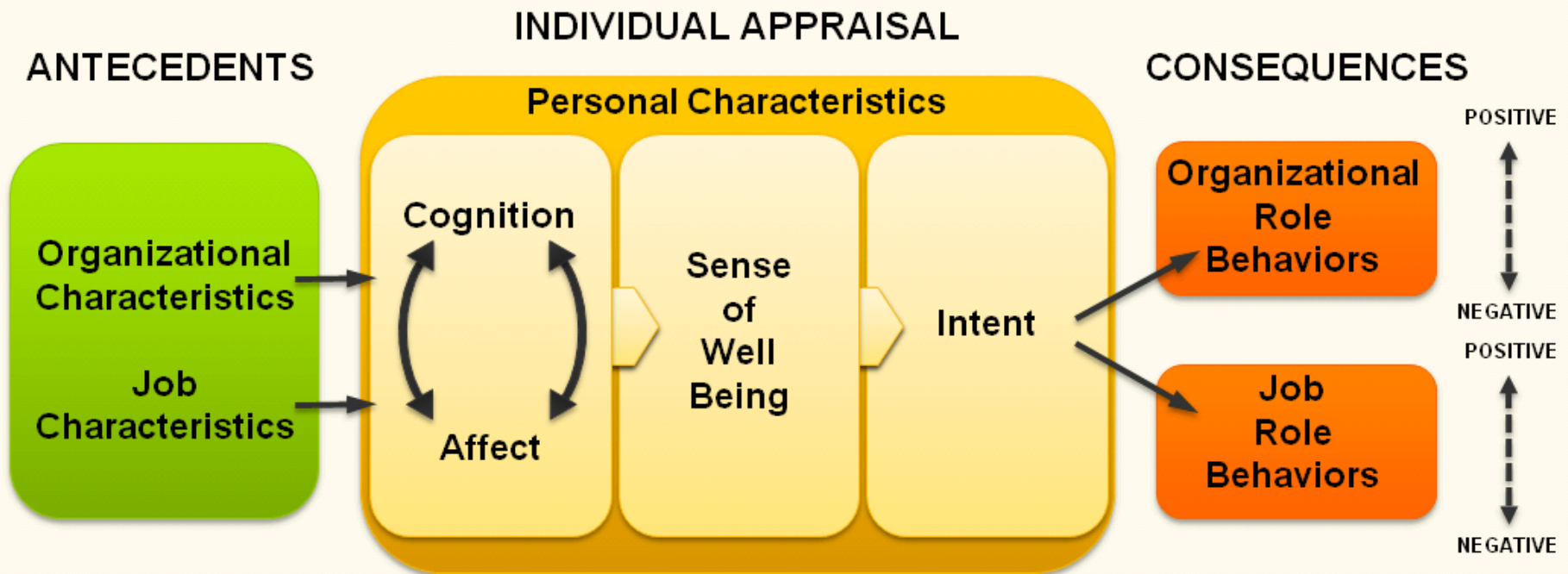
Employee Work Passion

Employee Work Passion is an individual's persistent, emotionally positive, meaning-based state of well-being

stemming from continuous, reoccurring thoughts and feelings (cognitive and affective appraisals) of various job and organizational situations,

which results in consistent, constructive work intentions and behaviors.

Employee Work Passion Model





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Economic Principles

1. Economic downturns and upturns are cyclical
2. When organizations come under pressure, people and organizations tend to react in two predictable ways:
 - a) Tendency to overreact to short-run fluctuations
 - b) Under-prepare for the long run



Economic Principles

- Wealth accrues to those who do not make mistake 2a and 2b
- Firms that do not overreact are more likely to thrive in the long run
- Superior Human Capital Management (HCM) as a key competency is an intersection between short and long run advantages

Bassi Business Drivers

1. Leadership Practices
2. Employee Engagement
3. Access to Knowledge
4. Optimization of Employees
5. Capacity to Learn

High Road Companies vs. S&P 500



Source: McBassi & Company Newsletter, April 2011

The Two Paths to Profitability

The “low-road”

People are “costs” & investments in them are minimal

The “high road”

People are “assets” (and costs) & investments in them are a source of sustainable competitive advantage



3 Critical Implications

1. New thinking required about motivation
2. Elevate the “F” word—feelings! Mastering emotional management
3. Pulling the Right Levers—connecting the dots between organizational and job factors and motivation

The Leadership-Profit Chain



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Poll: How many people are in your organization?

- a. 0 - 100
- b. 101 - 500
- c. 501 - 2,500
- d. 2,501 - 5,000
- e. Over 5,000



Questions & Answers



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Thank You

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