



# BUILDING A PEOPLE CENTRIC CULTURE

The Power of Engagement

**PEOPLE CENTRIC**  
CONSULTING GROUP®

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# STORY

## The Product Improvement Team



# STORY

What changed?

Engagement





# THE POWER OF ENGAGEMENT

A Business Case for Engagement

# ENGAGEMENT

People typically feel one of 3 ways about their job....



# ENGAGEMENT

Engaged

Disengaged

Toxic



# ENGAGEMENT

## ENGAGED

- ✓ All in / great attitude
- ✓ Feels empowered
- ✓ Aligned with the company / team



# ENGAGEMENT

## DISENGAGED

- ✓ Do my job, go home
- ✓ Take it or leave it
- ✓ Just there for the paycheck



# ENGAGEMENT

## TOXIC

- ✓ Misaligned
- ✓ Frustrated
- ✓ Fighting or resisting from within



Passion is Productive

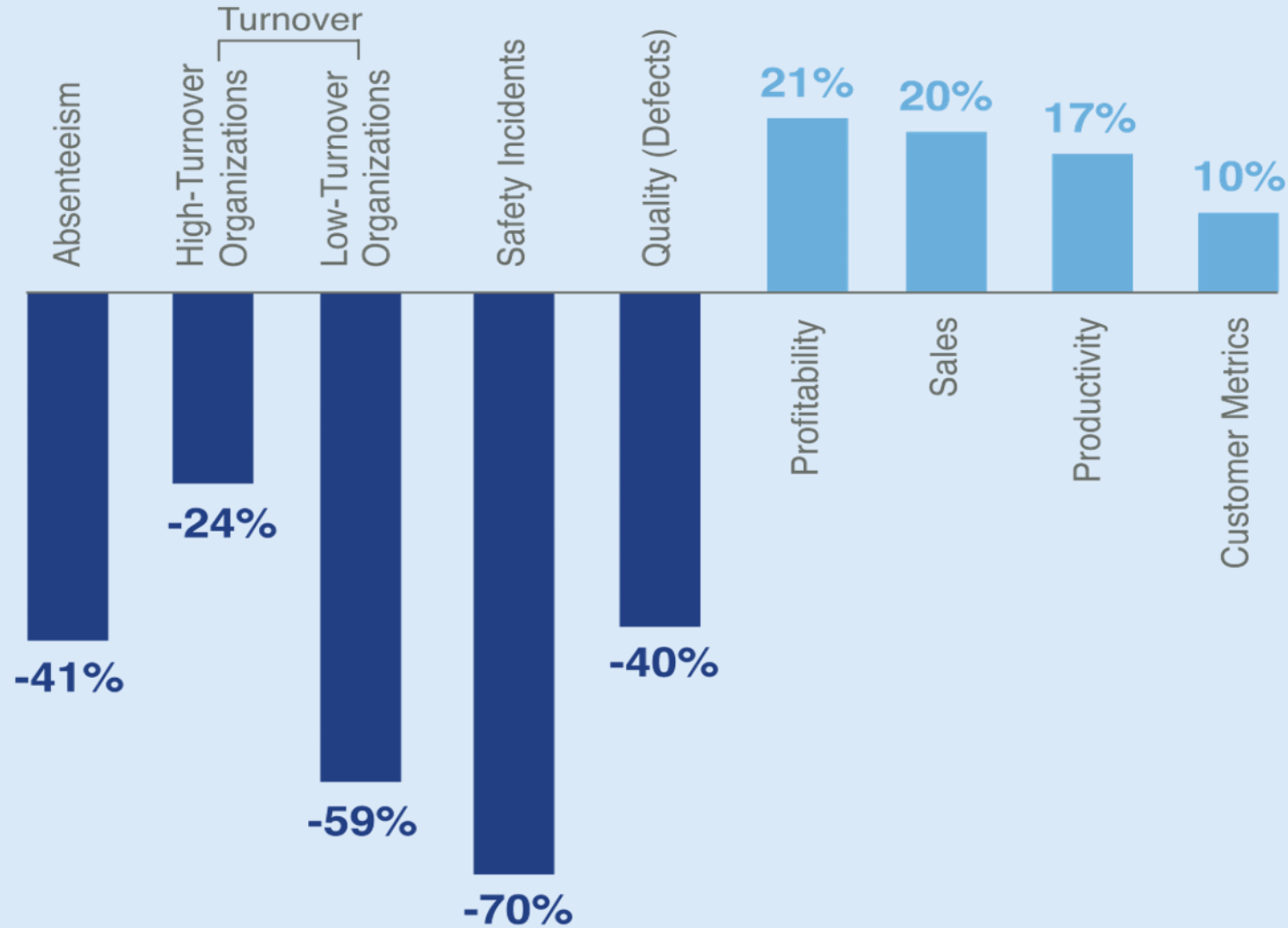
# IMPACT OF ENGAGEMENT

An engaged employee outperforms their disengaged counterparts by **40%**

SOURCE: Gallup



# IMPACT OF ENGAGEMENT



SOURCE: Gallup

# IMPACT OF ENGAGEMENT

Disengagement in the US creates a loss of **\$2 Trillion** in productivity each year

SOURCE: Gallup



# IMPACT OF ENGAGEMENT

An engaged employee is **54% more likely to quit their job** if they work with even one toxic employee.

SOURCE: Cornerstone Report



# PERFECT STORM

The retirement of the  
Boomer Generation

+

Low birthrates in the US

=

Very competitive labor  
market



# PERFECT STORM

62% of Gen Z applicants rely on recommendations from current or former employees **BEFORE THEY APPLY**



# PERFECT STORM

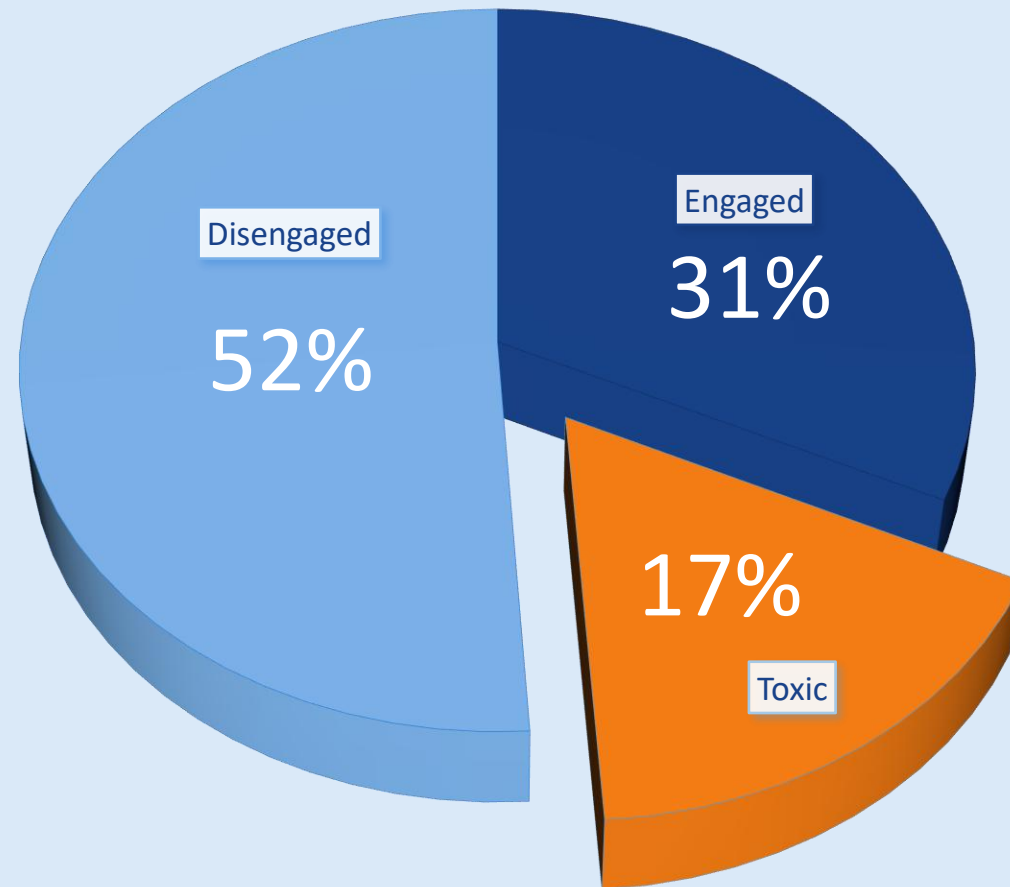
Think about that...

Pick a random person from your team as your ambassador.

What will they say?



# EMPLOYEE ENGAGEMENT IN THE U.S.



SOURCE: Gallup

# IMPACT OF ENGAGEMENT

It's been People vs.  
Organization for too  
long...



## ORGANIZATION

We just need people to work. Work is work. Come in and do your job.

## PEOPLE

We have a life outside of work. I want more time to improve my quality of life.

# IMPACT OF ENGAGEMENT

## PUNCH LINE

Engagement has a huge impact on our organizations, but only 31% of people are engaged.

**We need a different approach.**





# WHAT PEOPLE NEED

## The Science of Empowerment

# WHAT'S MY MOTIVATION?

The science of what motivates us at work is very well understood.



# WHAT'S MY MOTIVATION?

PURPOSE

COMMUNITY

AUTONOMY

DEVELOPMENT



# PURPOSE

We need to know what we are doing and feel a connection to the purpose. This is often called our “why”.





gatewaypeople.com

*Why* we work determines *how well* we work.

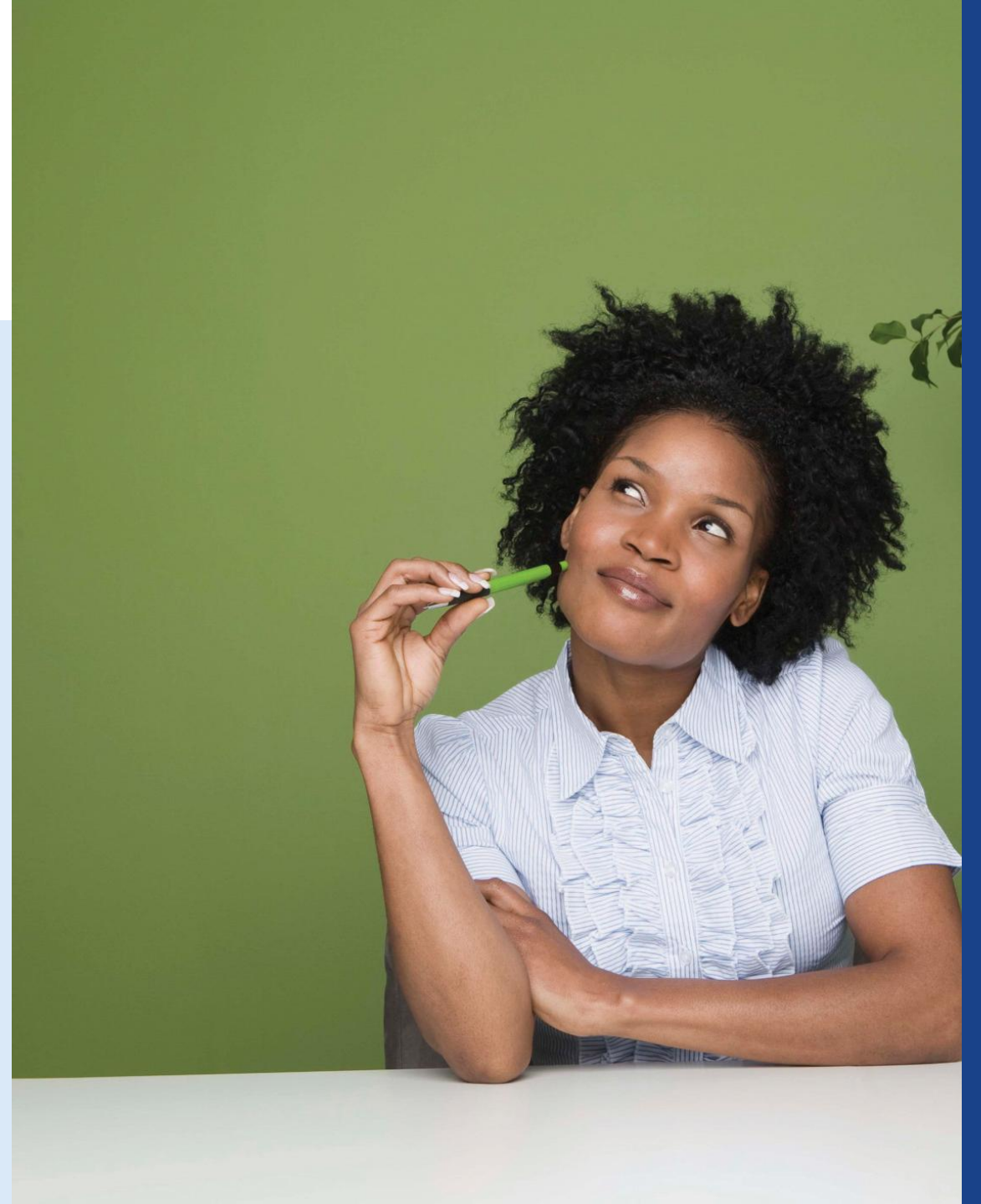
# COMMUNITY

We need to know that we are doing our work with other people. We do better when we feel part of a team.



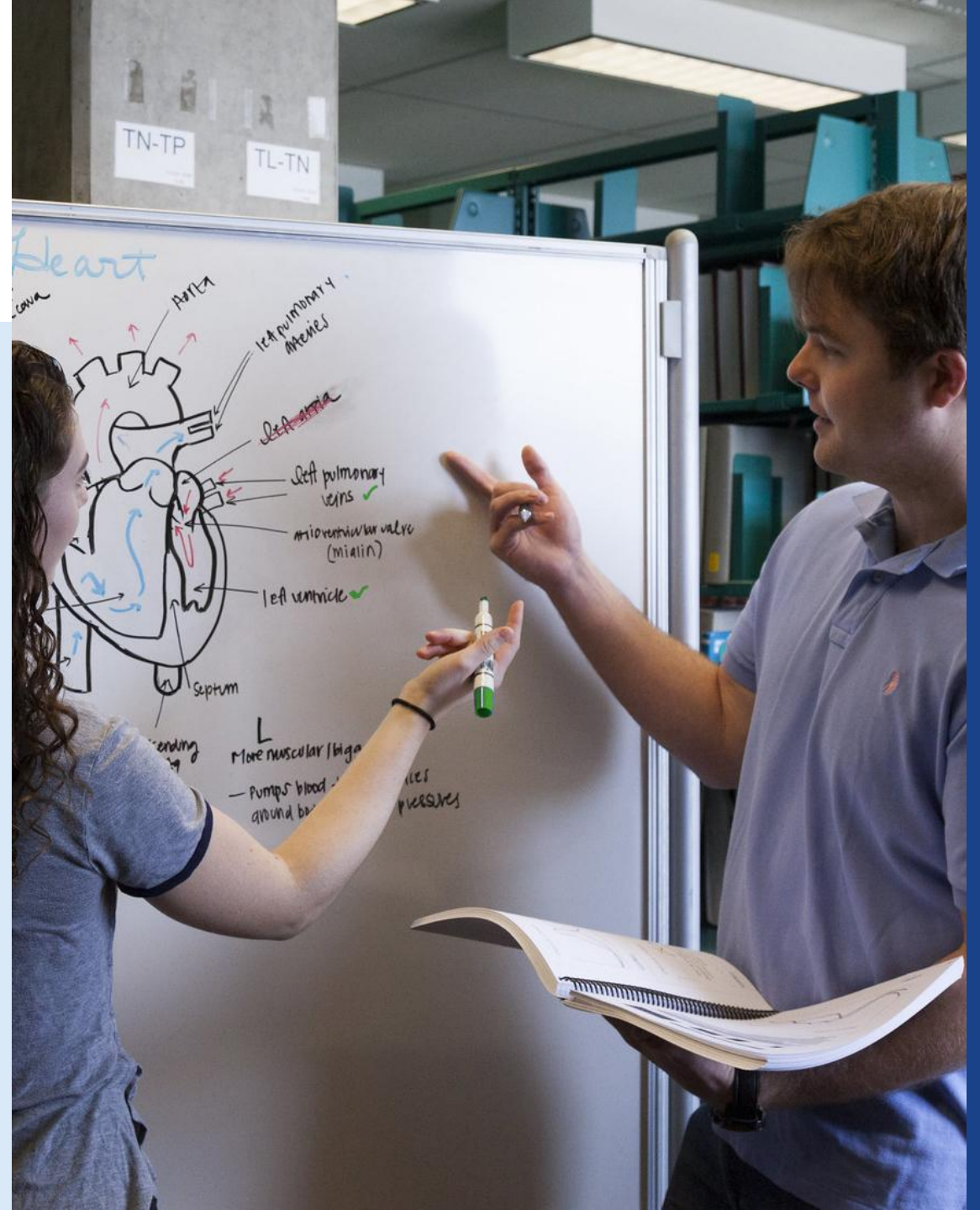
# AUTONOMY

We need to feel like we are free to make choices that impact the result.



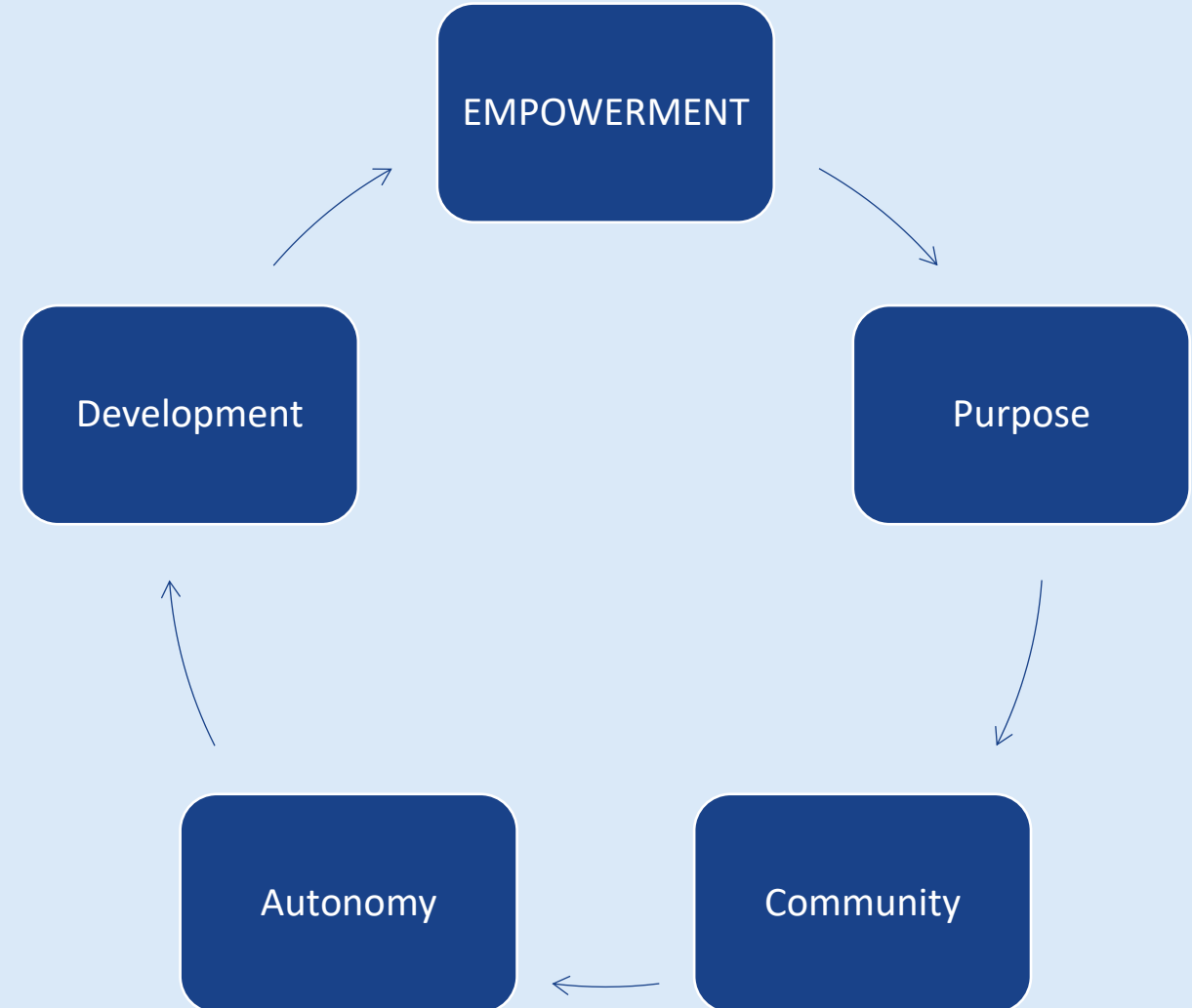
# DEVELOPMENT

We need to feel like we are growing in our own strengths and experiences. We want to feel like we are learning and getting better.



# EMPOWERMENT CIRCUIT

Empowerment works like a circuit. If any of these elements are missing, the circuit is broken, and engagement doesn't happen.





# WHAT THE ORGANIZATION NEEDS

## The Science of Alignment

# IT'S BUSINESS

The science of how business works is also well understood.



# IT'S BUSINESS

STRATEGY

COMMUNICATION

EXECUTION

MANAGEMENT



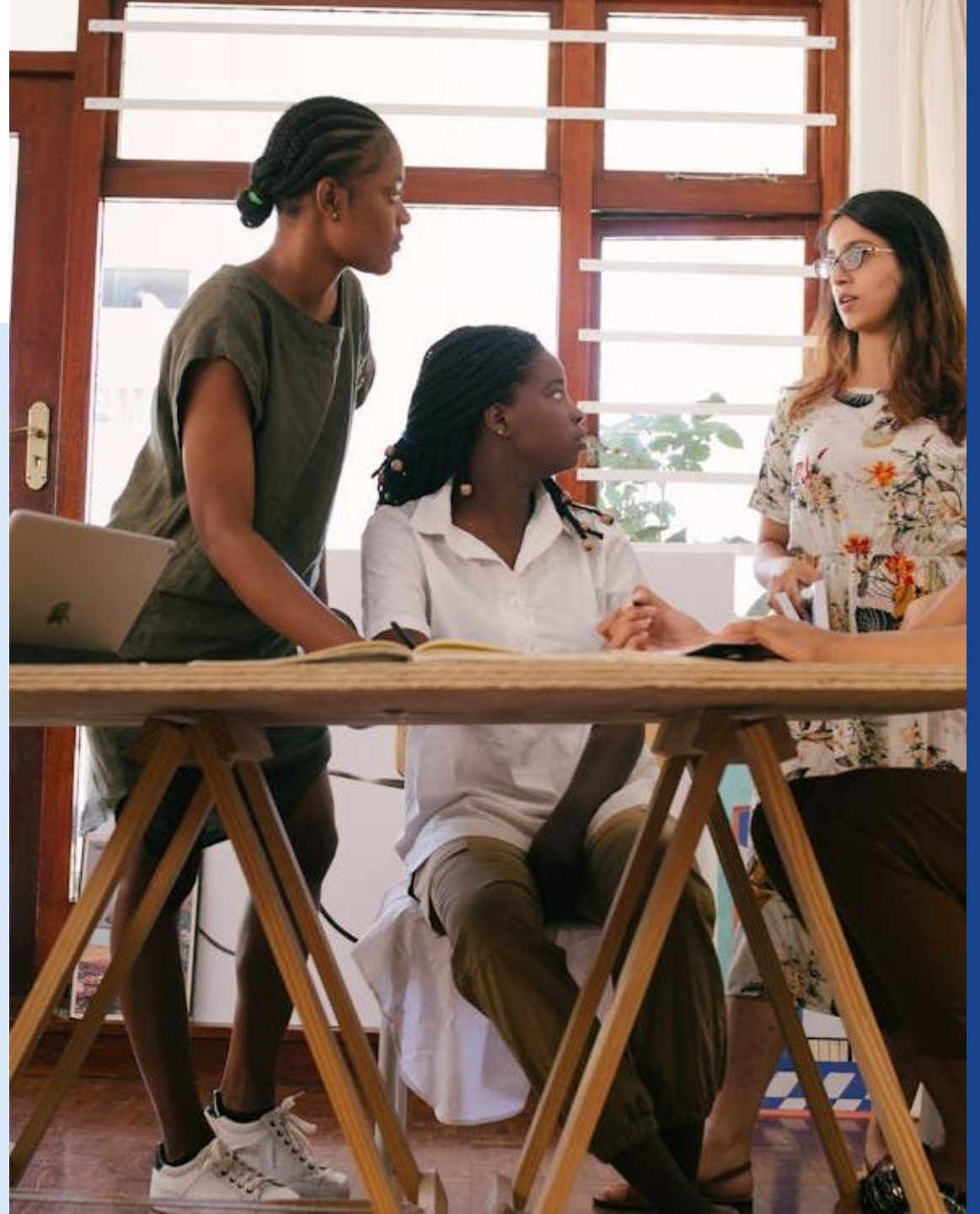
# STRATEGY

Organizations need to know where they are and where they are going.



# COMMUNICATION

Organizations need its various parts to work together.



# EXECUTION

Organizations need to execute efficiently and effectively.



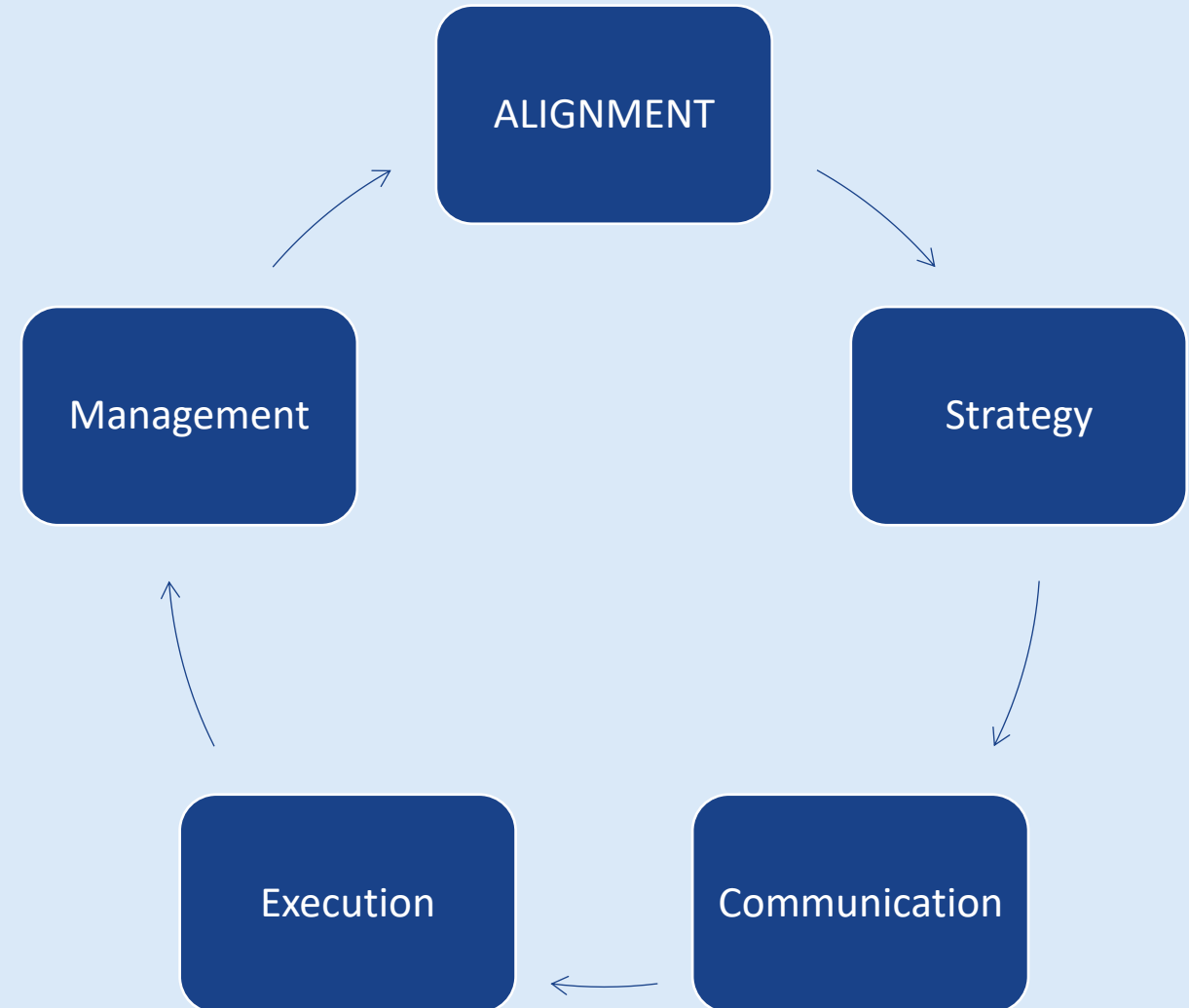
# MANAGEMENT

Organizations need to constantly improve people, processes, and systems.



# ORGANIZATIONAL CIRCUIT

Organizations also work like a circuit. If any of these components don't work, the whole circuit fails.





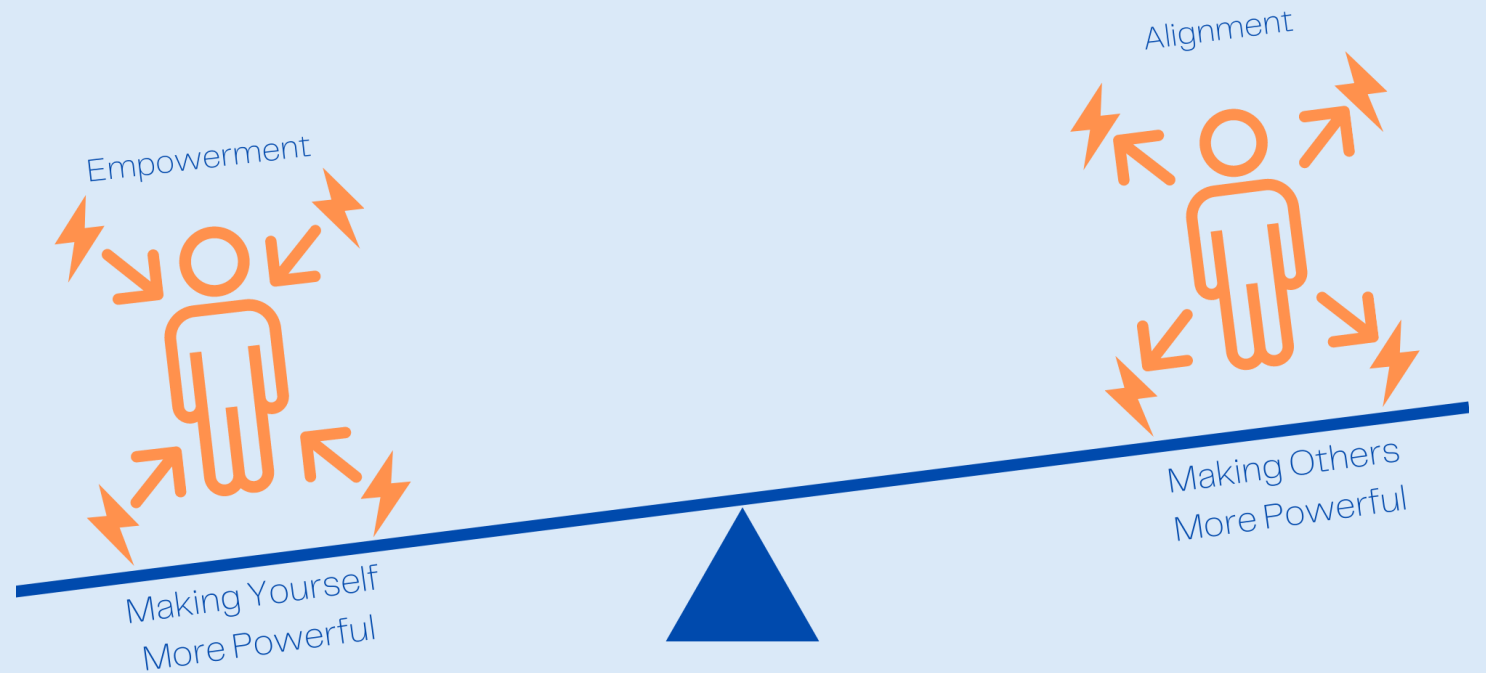
# PEOPLE CENTRIC

Empowerment + Alignment

For many organizations, there is a battle between the people (empowerment) and the organization (alignment)

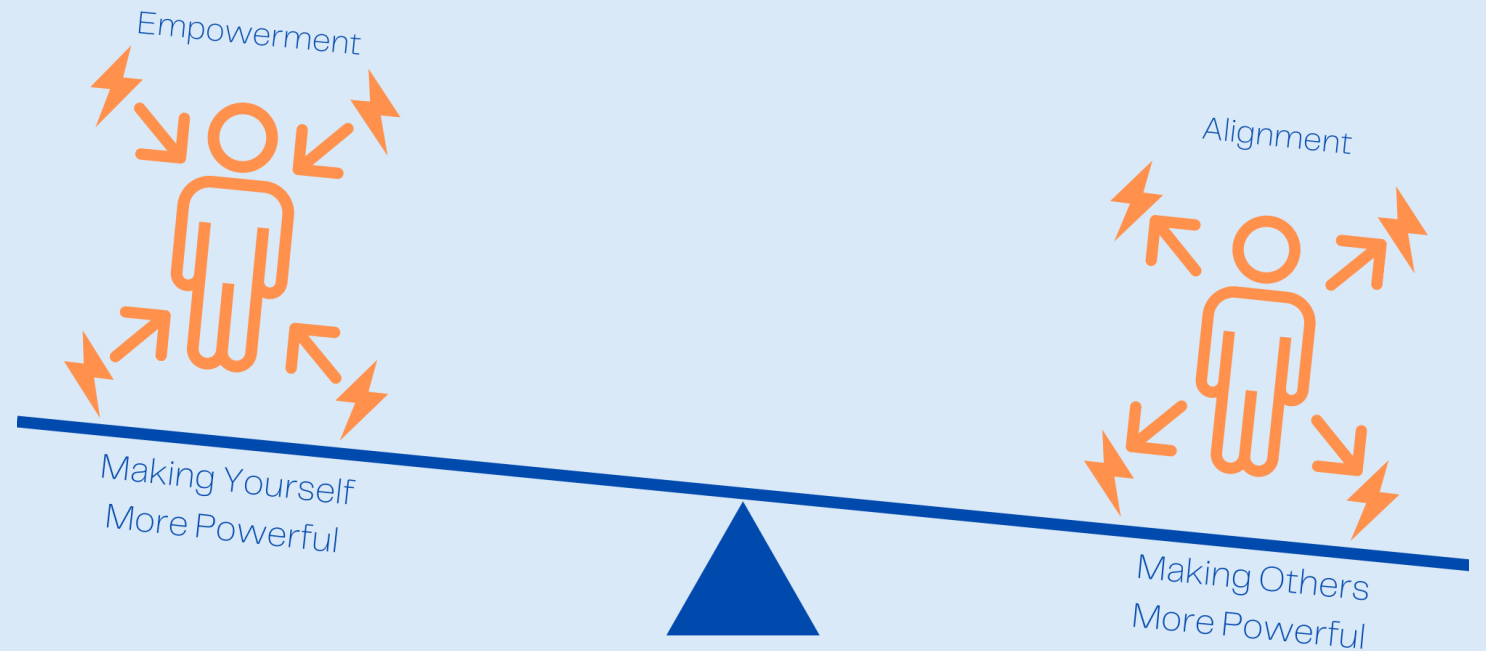
# IMBALANCED TO EMPOWERMENT

- Entitlement
- Poor Performance



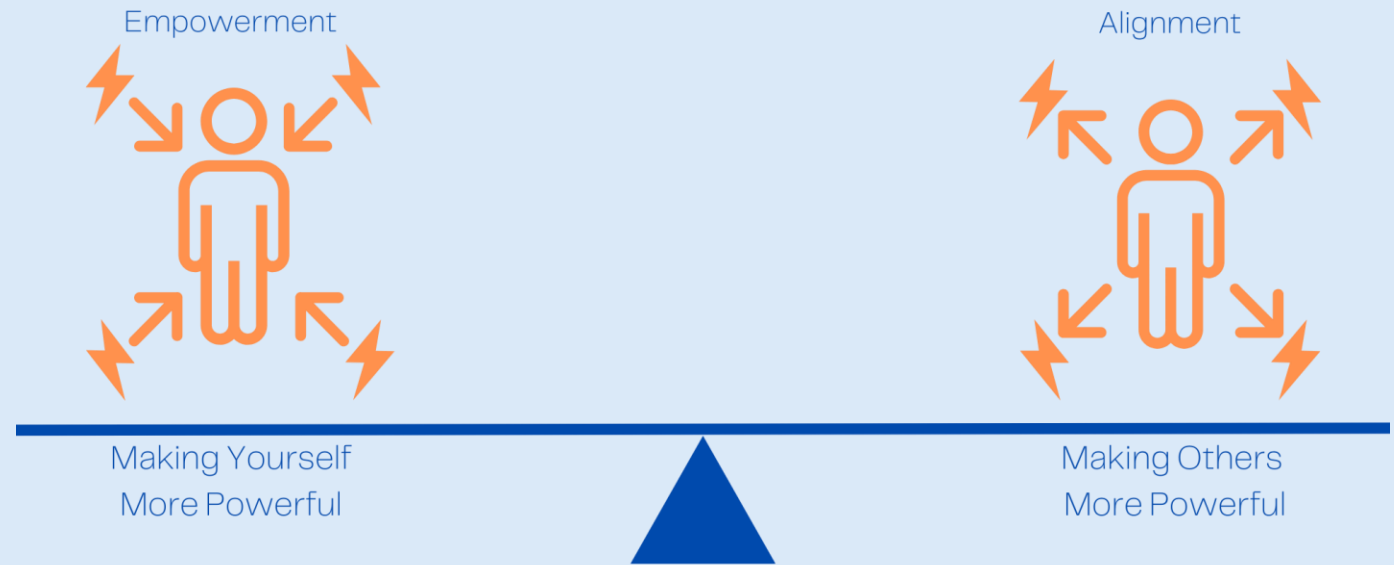
# IMBALANCED TO ALIGNMENT

- Disengagement
- Toxicity

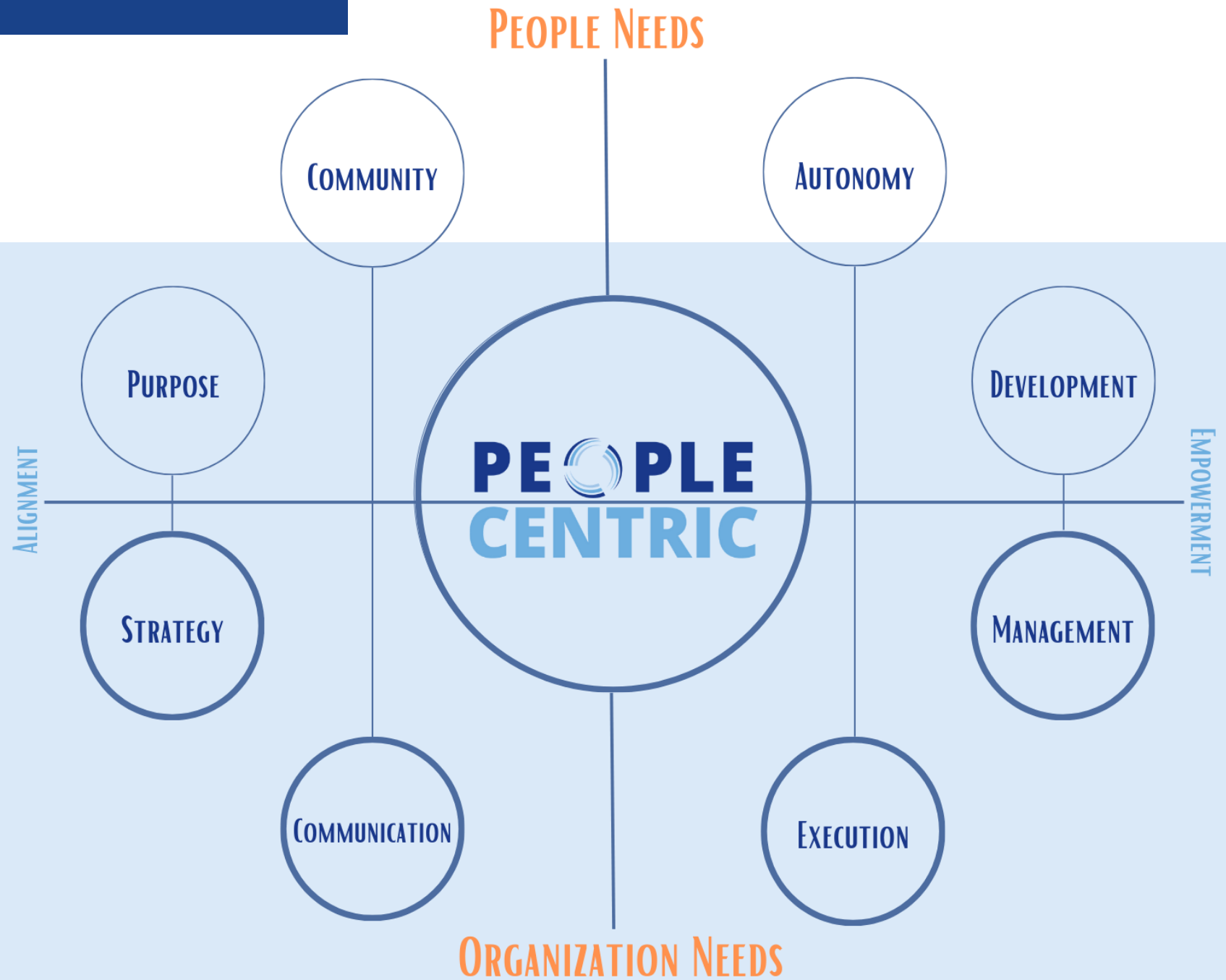


# PEOPLE CENTRIC BALANCE

- ✓ An engaged team proactively working to solve problems and take ownership in the solutions
- ✓ Increased performance and achievement of goals



# The People Centric Framework



# PURPOSE + STRATEGY

- Mission / Vision / Values
- Roles
- Goals



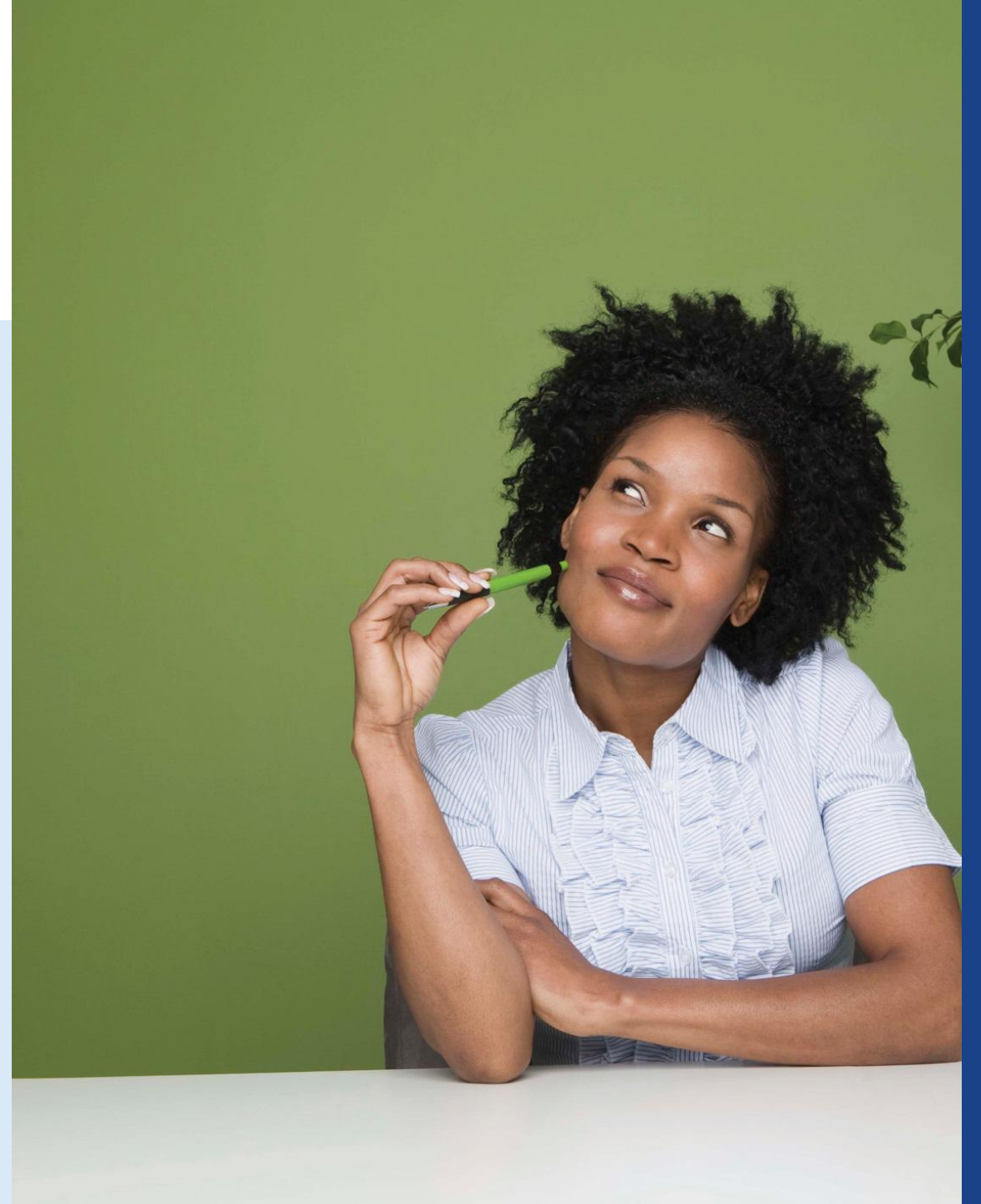
# COMMUNITY + COMMUNICATION

- Communication Cadence (Places)
- Check-Ins
- Organizational Design (Team)



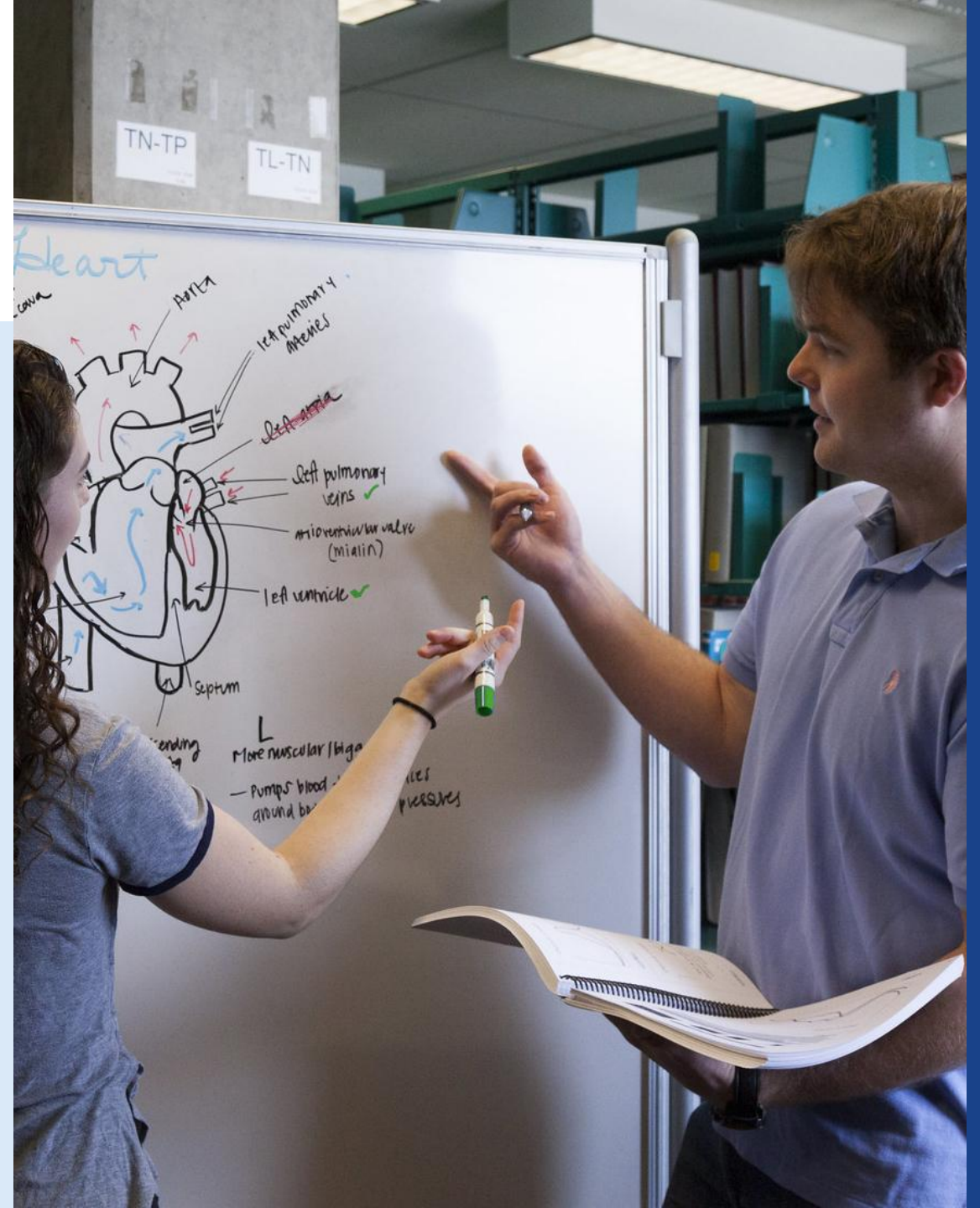
# AUTONOMY + EXECUTION

- Hiring /  
Onboarding
- Training
- KPI's

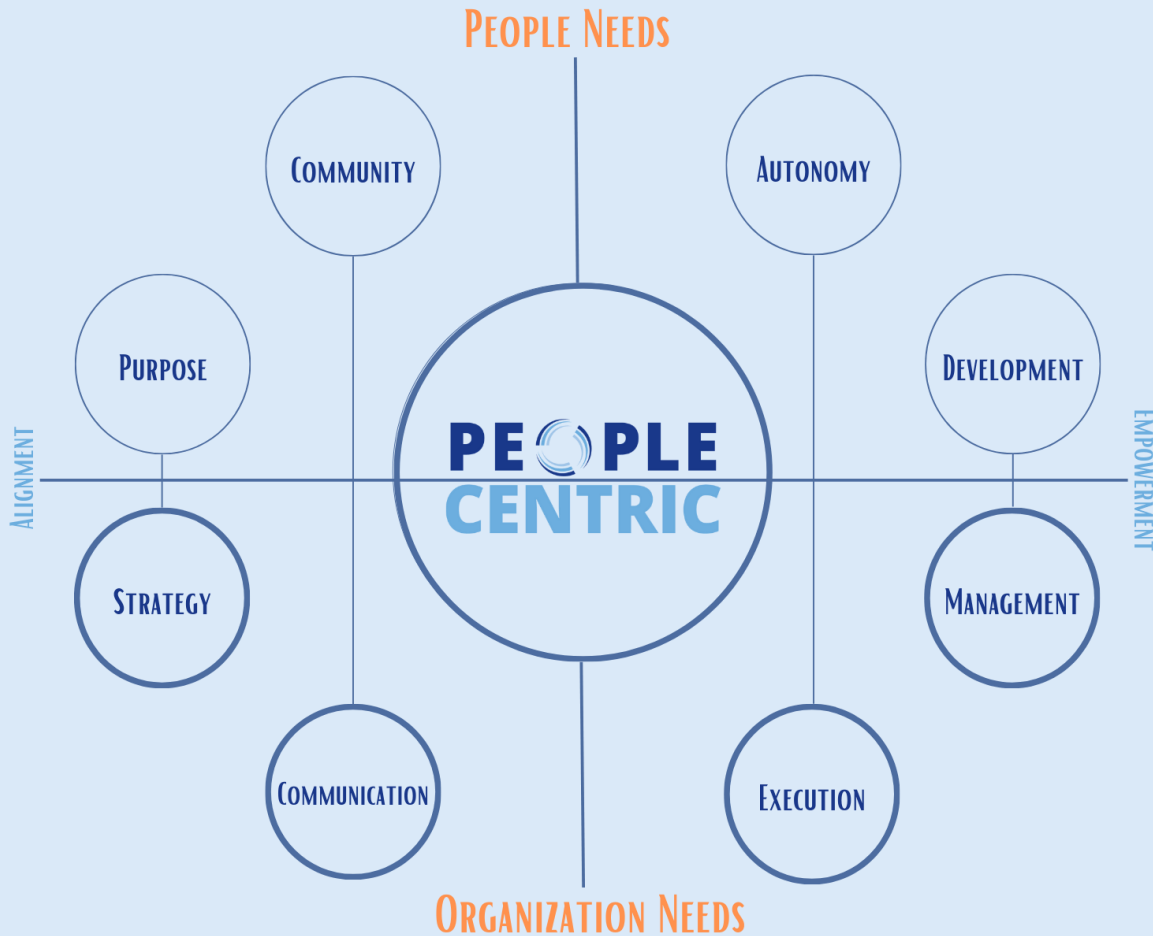


# DEVELOPMENT + MANAGEMENT

- Coaching
- Accountability



# BECOMING PEOPLE CENTRIC



## PUNCH LINE

You can build a **culture of engagement** by aligning your **systems** to meet the needs of people AND the organization.

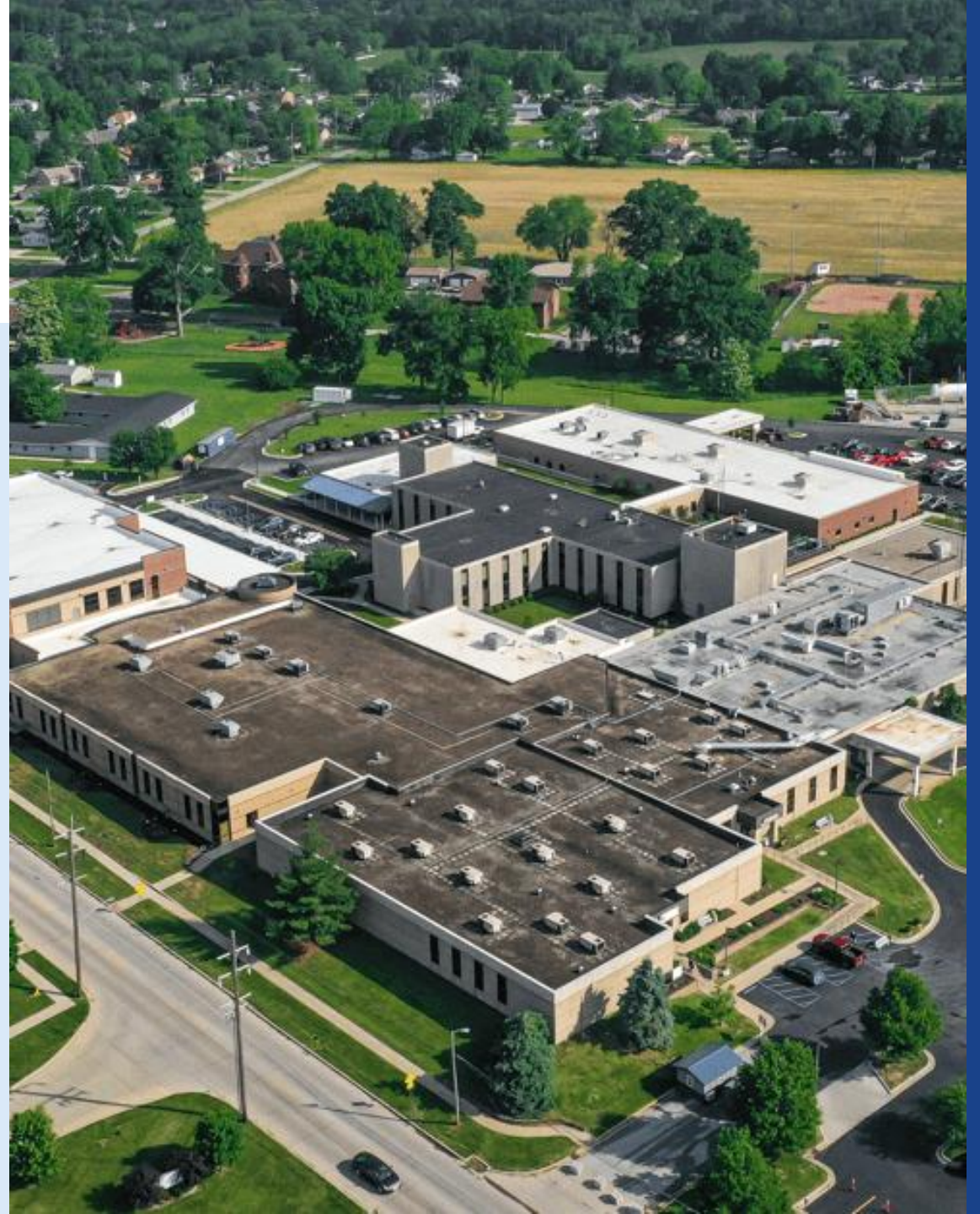


# PEOPLE CENTRIC ORGANIZATIONS

The Impact of Engagement

# HORIZON HEALTH

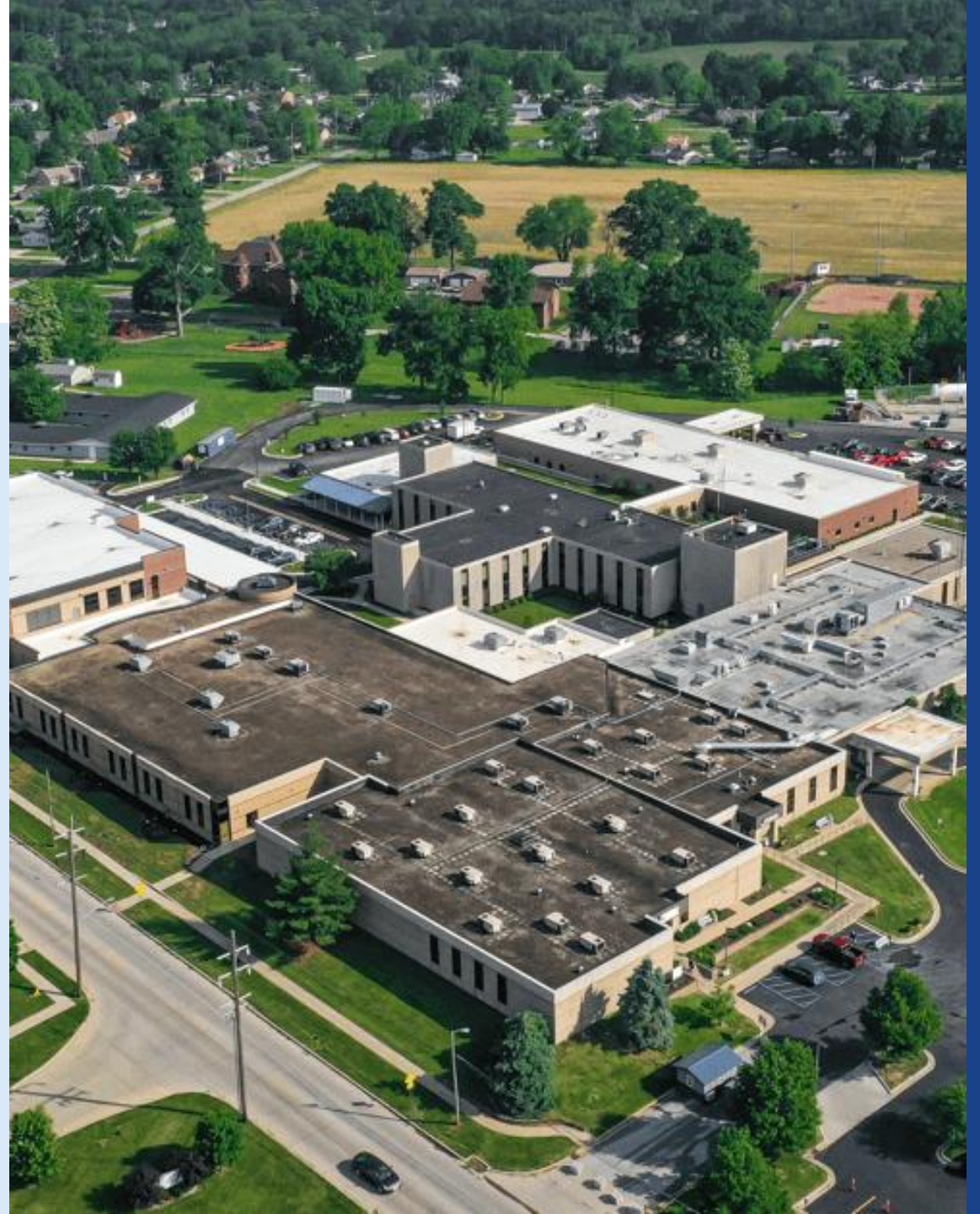
Horizon Health  
Paris, IL



# HORIZON HEALTH

BEFORE

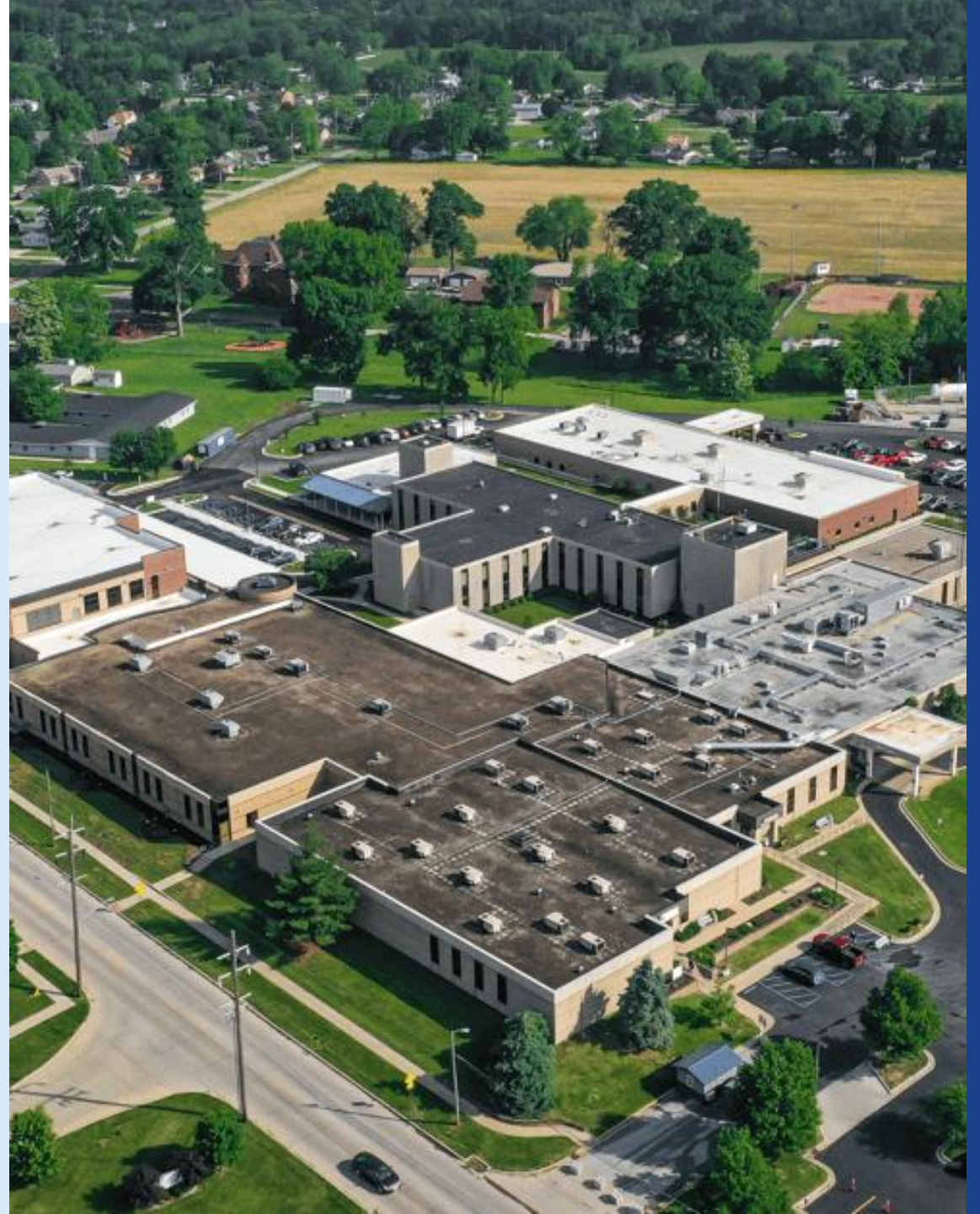
Grew from 200 to 400  
employees in just a  
few years.



# HORIZON HEALTH

## STRATEGY (BEFORE)

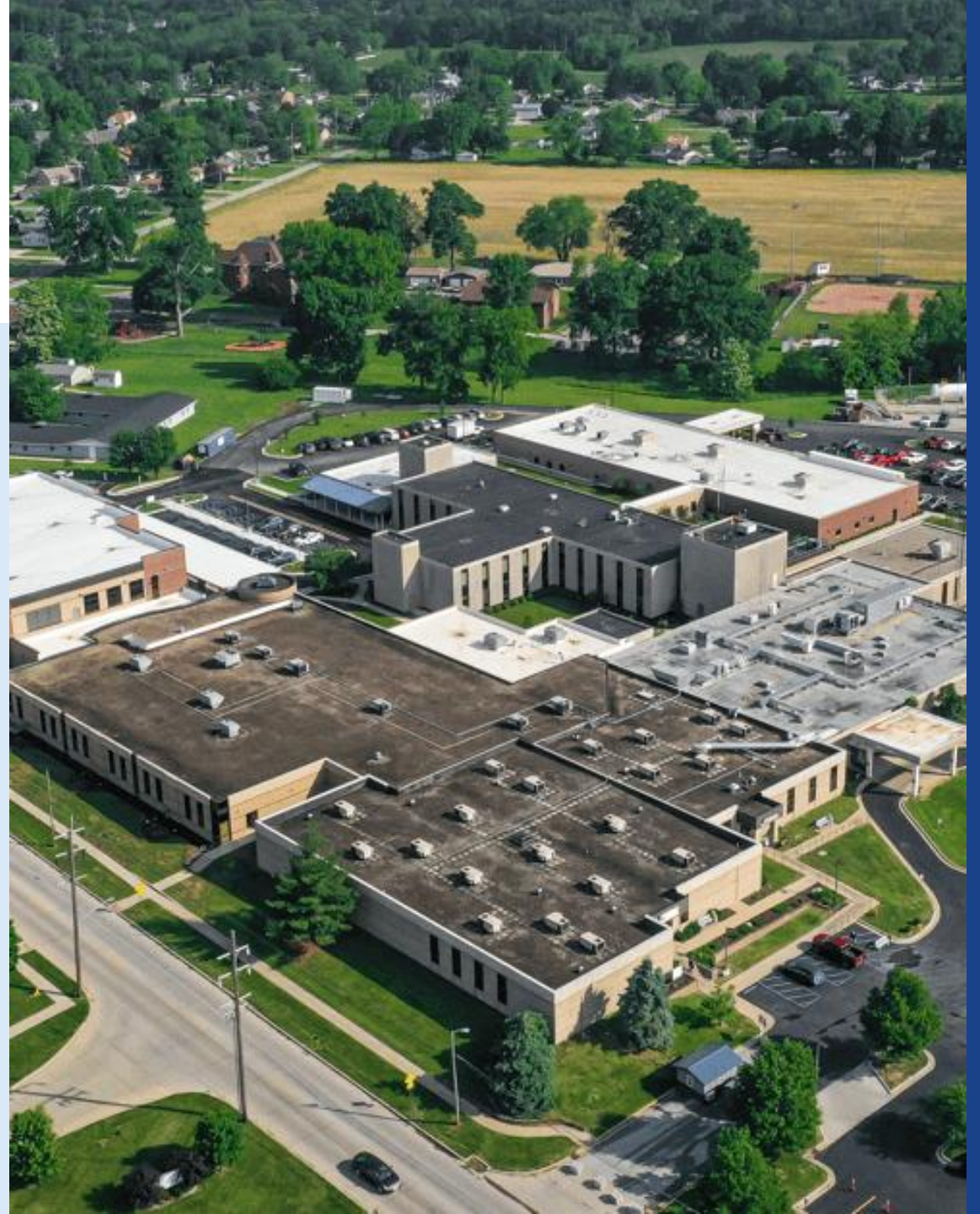
There was no strategic plan communicated to the employees sharing why the growth was happening.



# HORIZON HEALTH

## STRATEGY (AFTER)

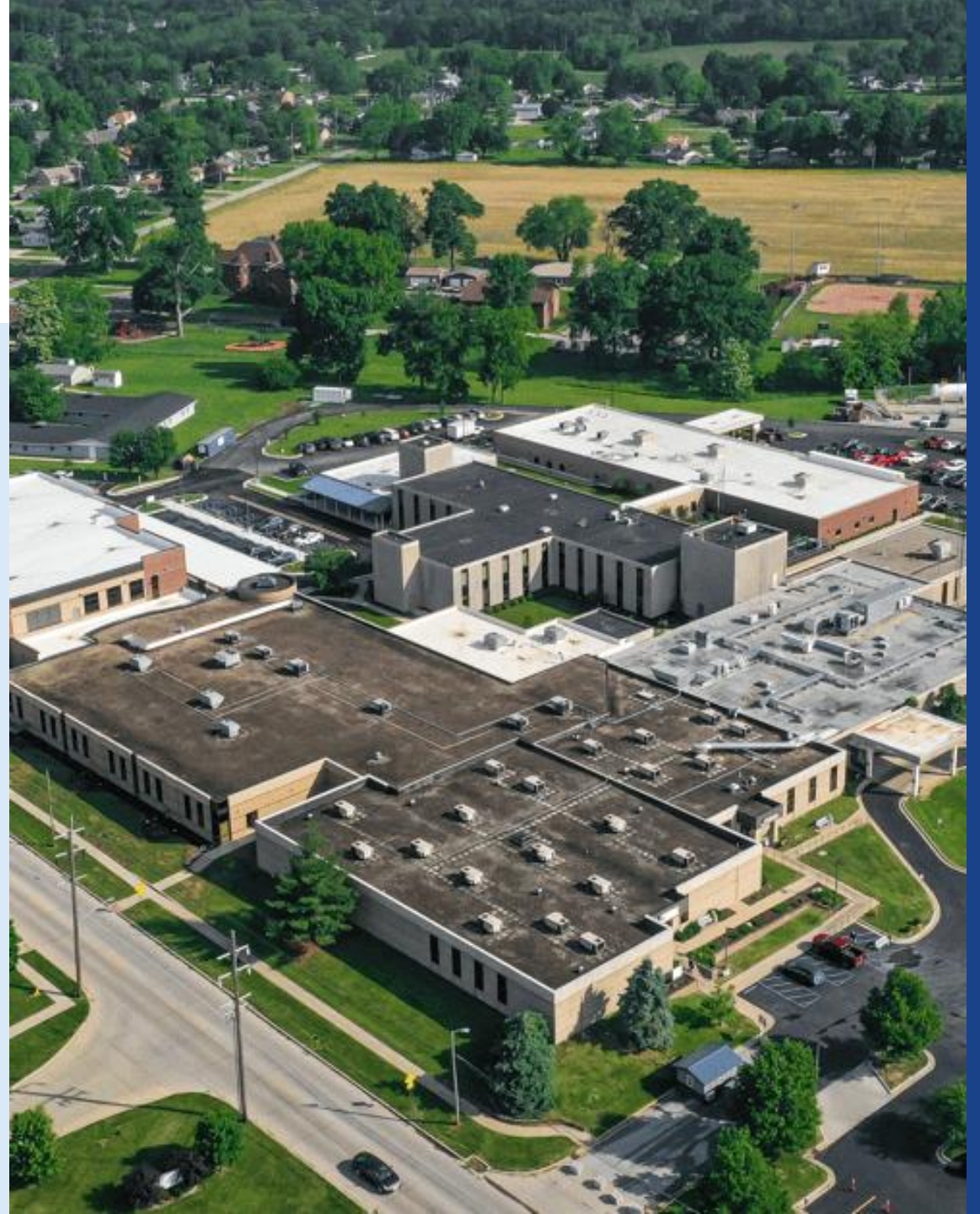
The organization conducted strategic planning involving more levels with cascading goals. Admin held regular talks where they talked about the direction of the hospital.



# HORIZON HEALTH

## COMMUNICATION (BEFORE)

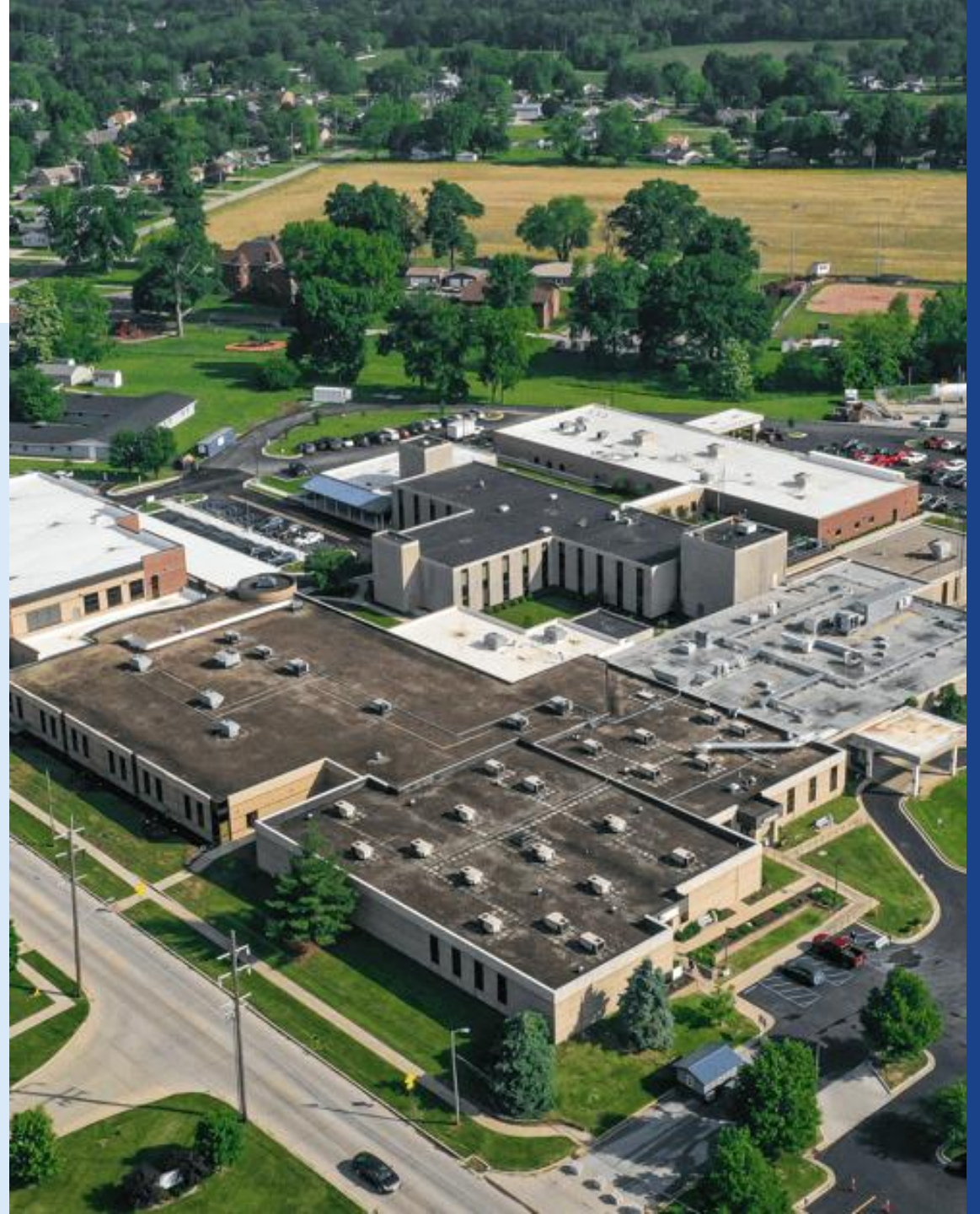
Most departments didn't hold regular meetings or the meetings were ineffective.



# HORIZON HEALTH

## COMMUNICATION (AFTER)

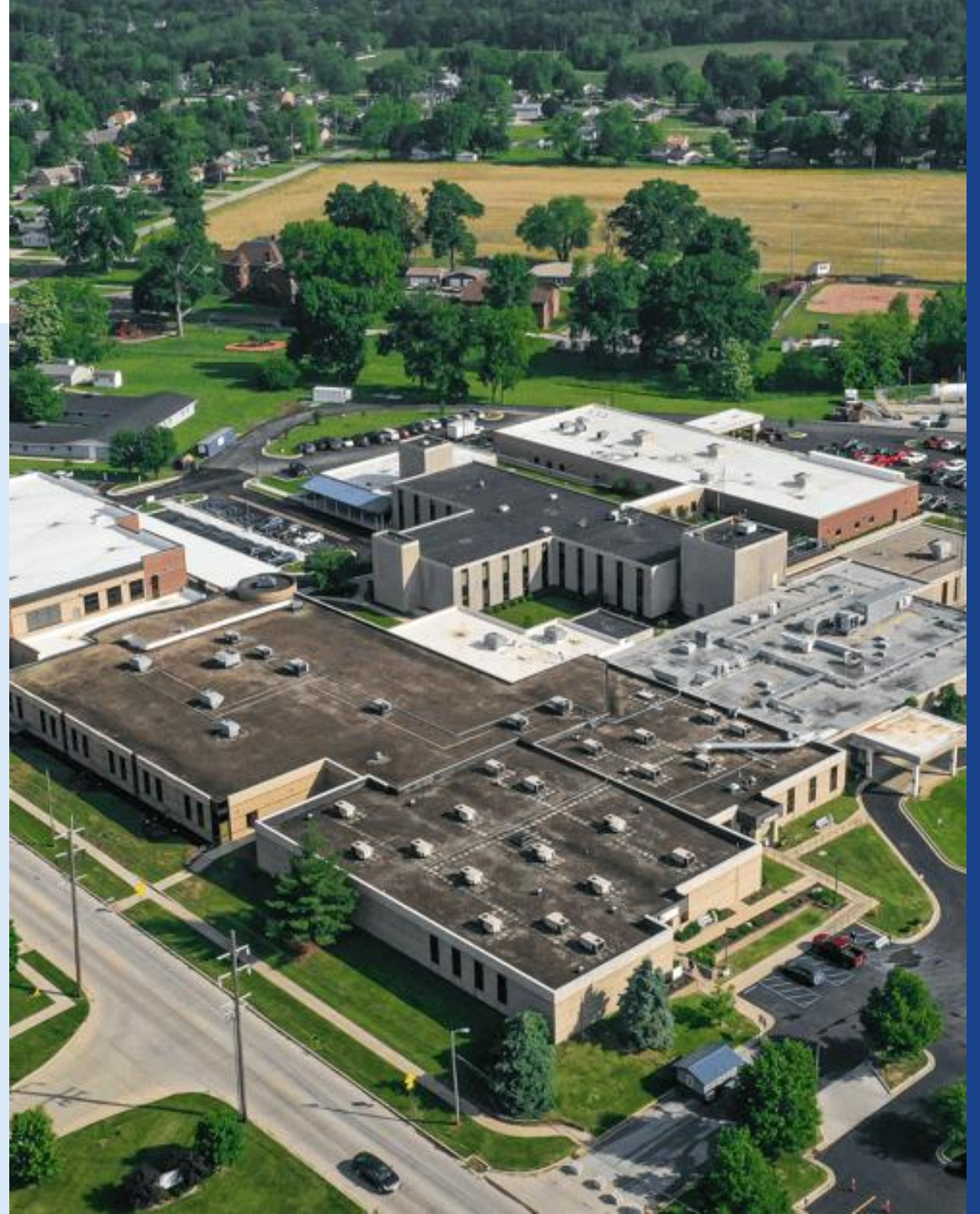
We installed meeting best practices and created a regular cadence for communication flow.



# HORIZON HEALTH

## MANAGEMENT (BEFORE)

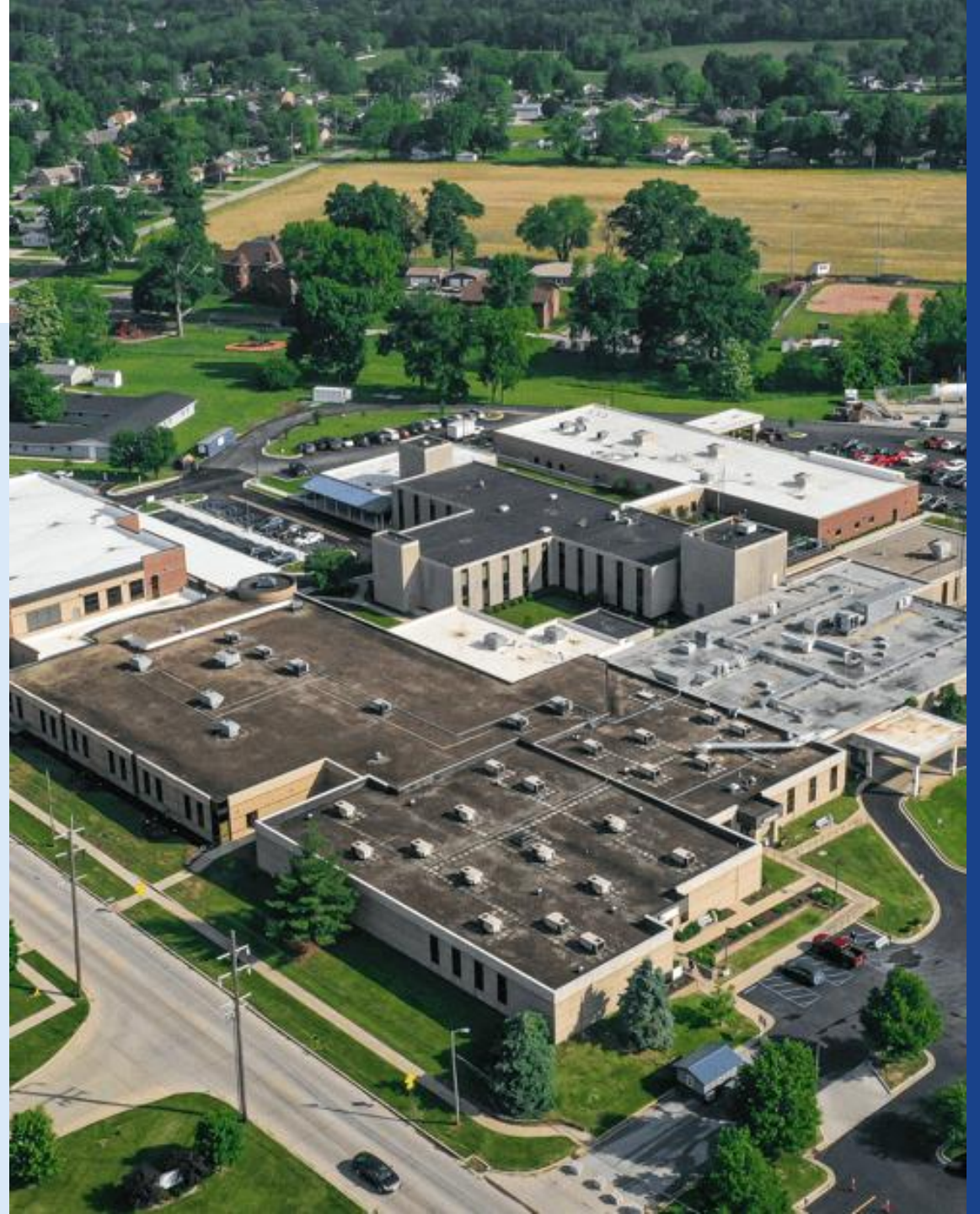
Managers weren't trained and they didn't meet regular with their employees.



# HORIZON HEALTH

## MANAGEMENT (AFTER)

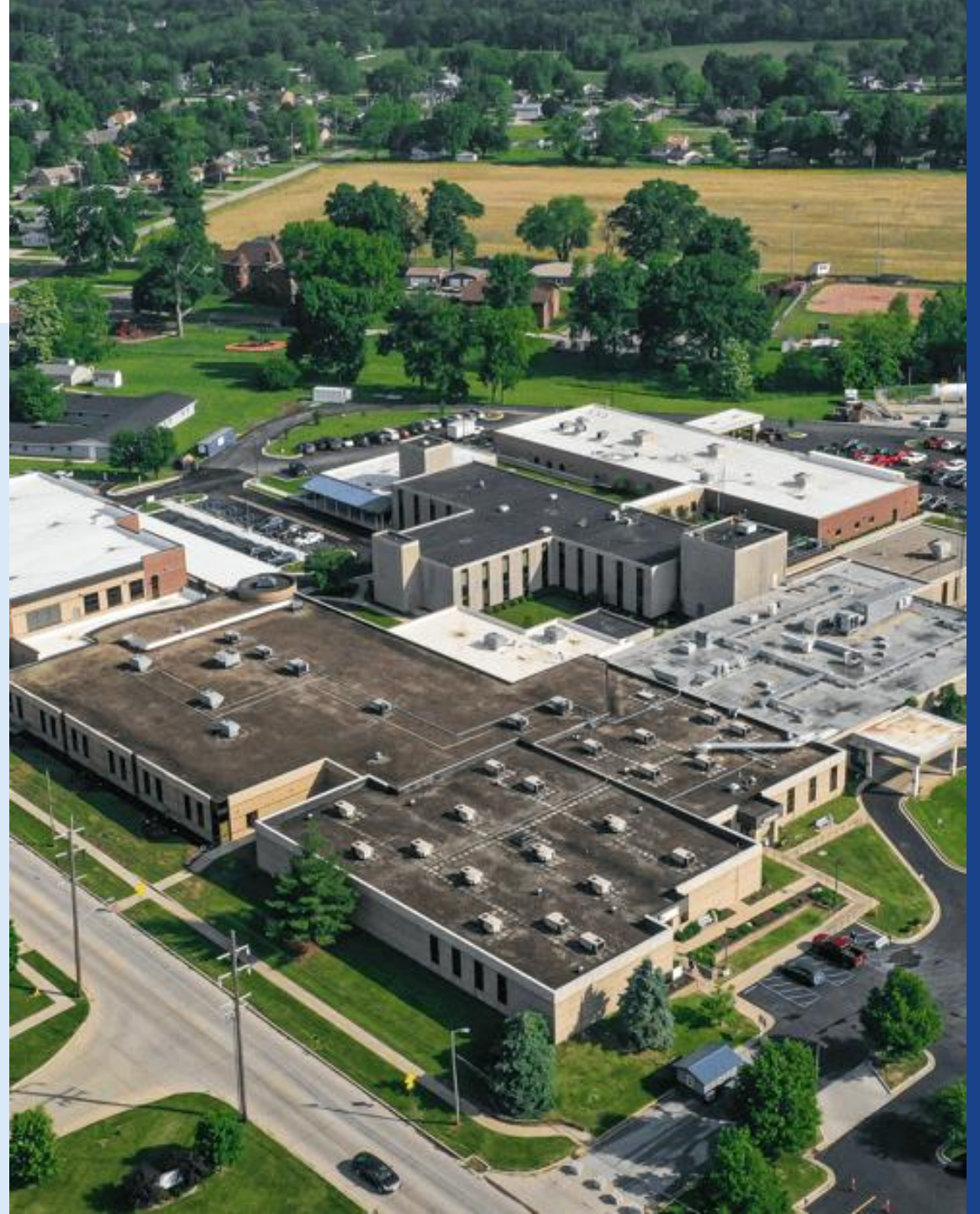
Supervisors and Managers were trained and started holding regular “check-ins” with employees.



# HORIZON HEALTH

## PROCESS (BEFORE)

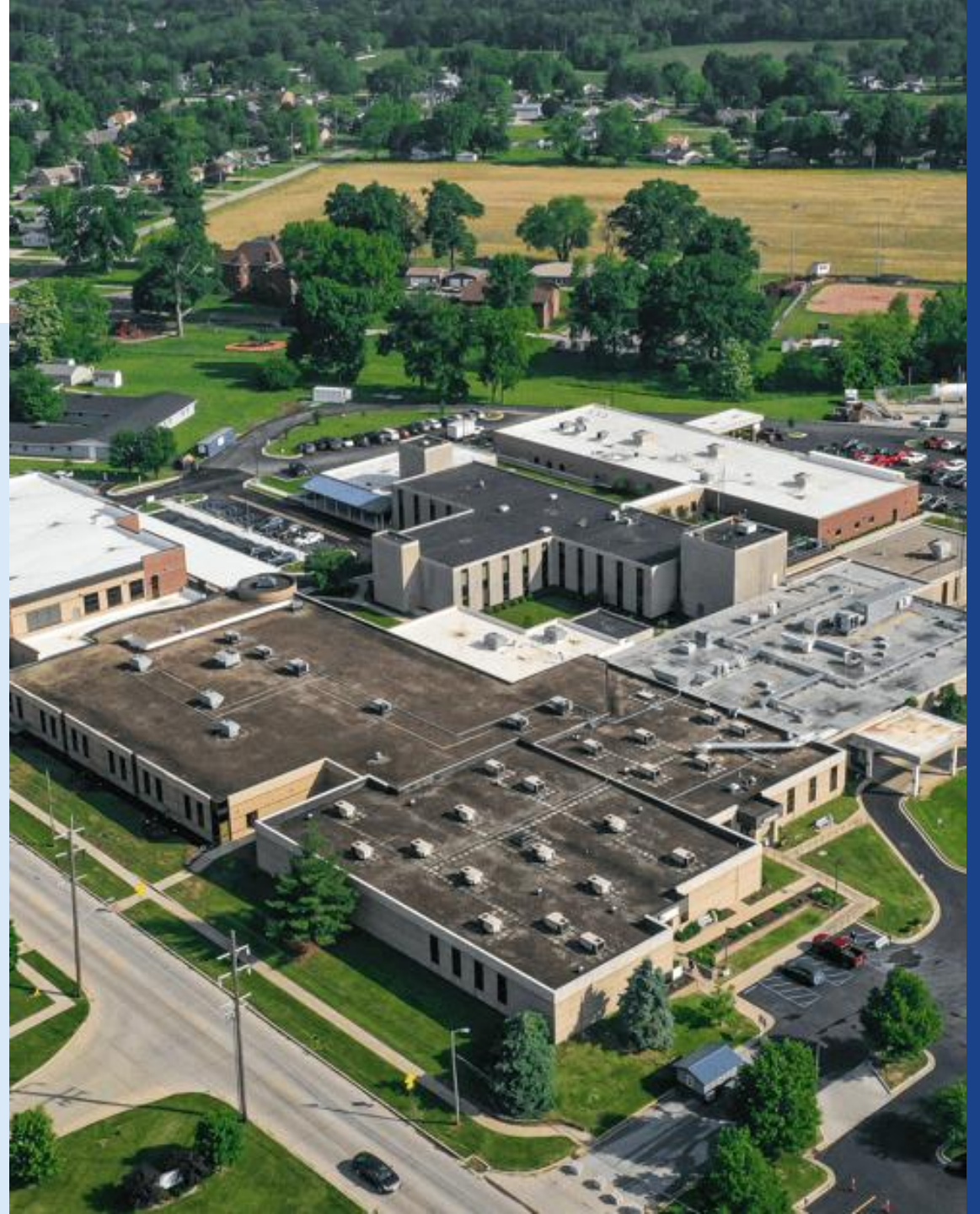
Most process improvement came from the admin team, not from front line employees.



# HORIZON HEALTH

## PROCESS (BEFORE)

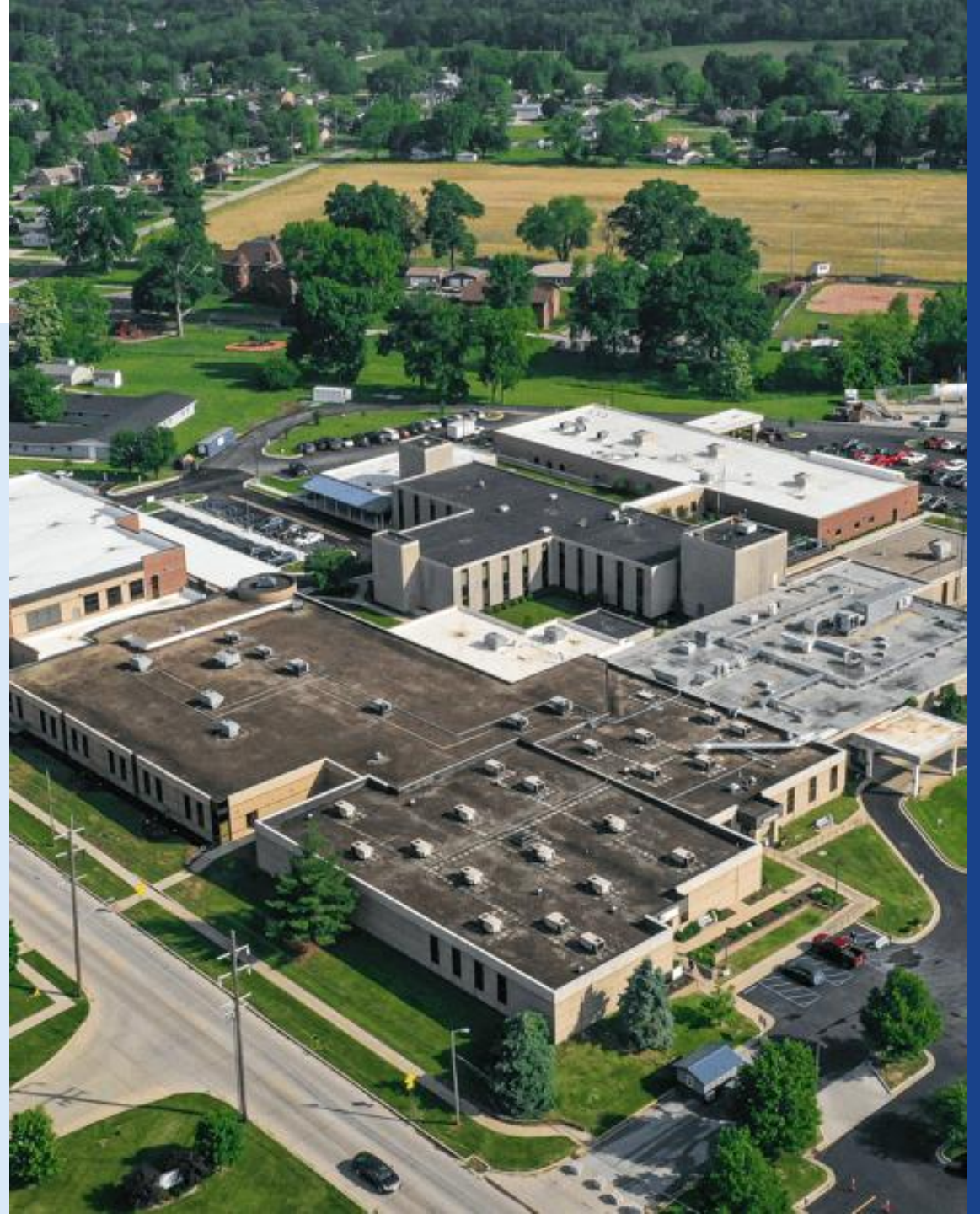
Crossfunctional front line teams engaged and improved key organizational processes.



# HORIZON HEALTH

## PEOPLE (BEFORE)

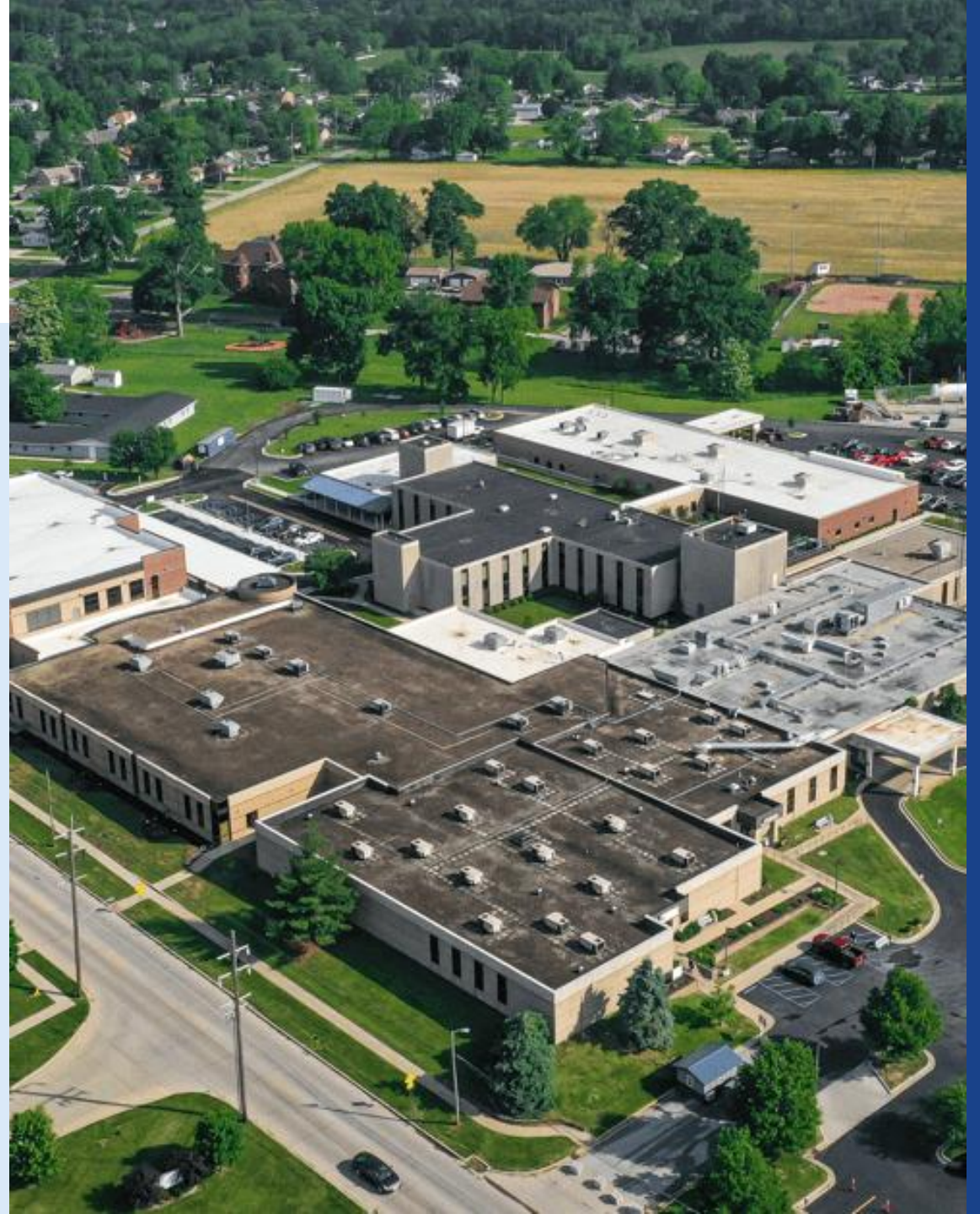
Onboarding processes were inconsistent and poor so new employees weren't welcomed properly.



# HORIZON HEALTH

## PEOPLE (AFTER)

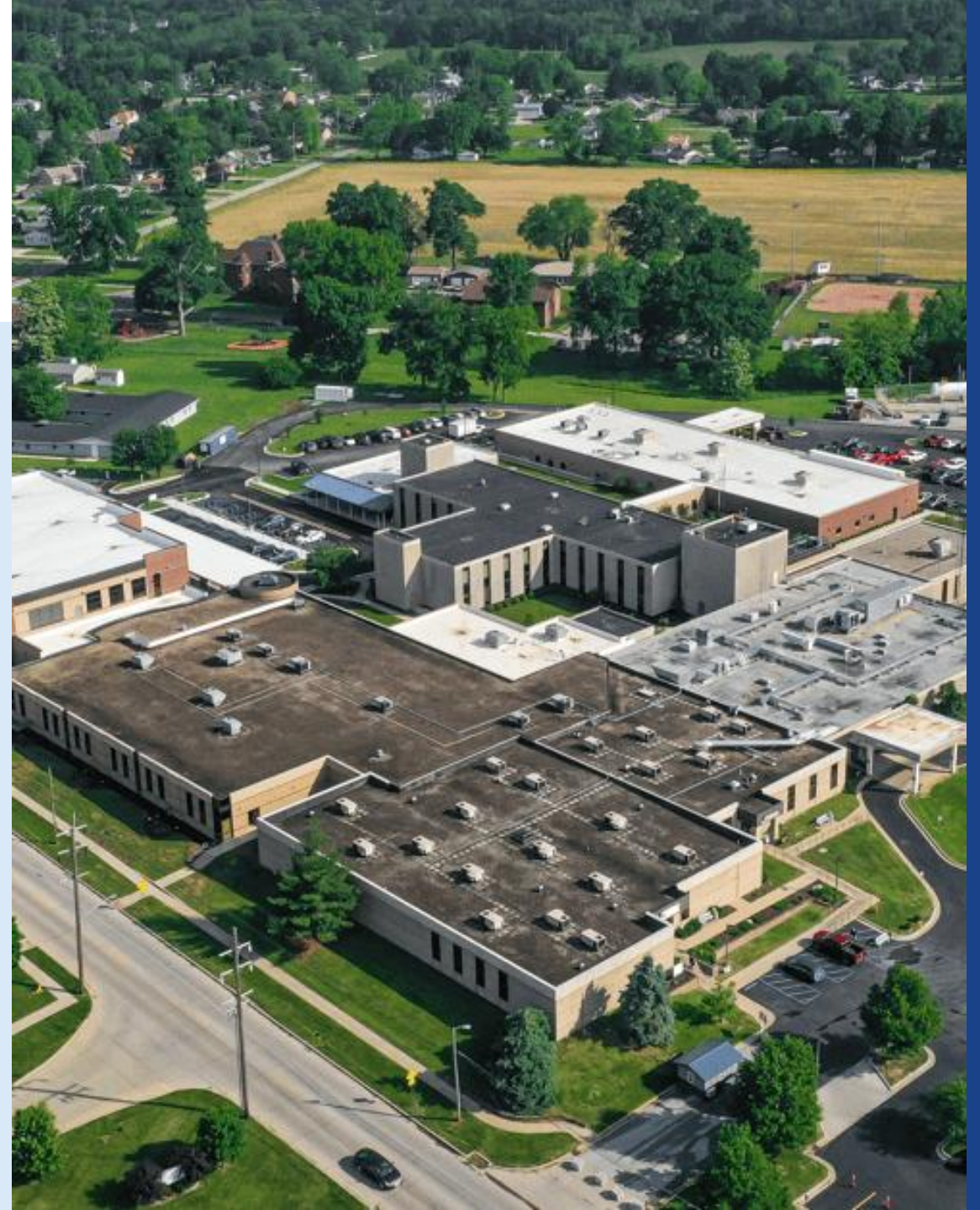
They created Horizon onboarding which better welcomed new employees.



# HORIZON HEALTH

## RESULTS

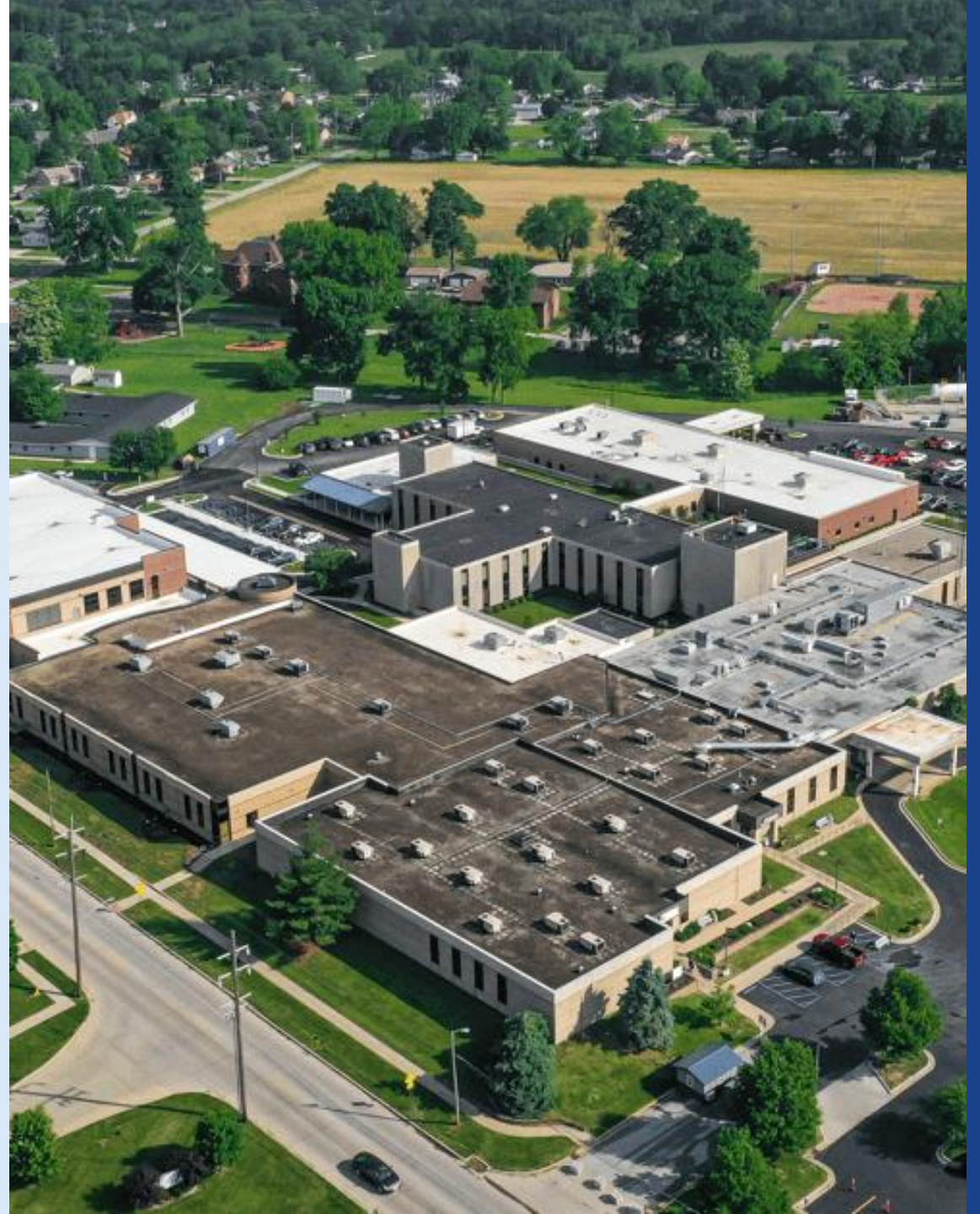
- ✓ Horizon grew to 900 employees in 5 years
- ✓ Turnover dropped to 11% (industry average is 26%) saving approximately \$2MM per year



# HORIZON HEALTH

## RESULTS

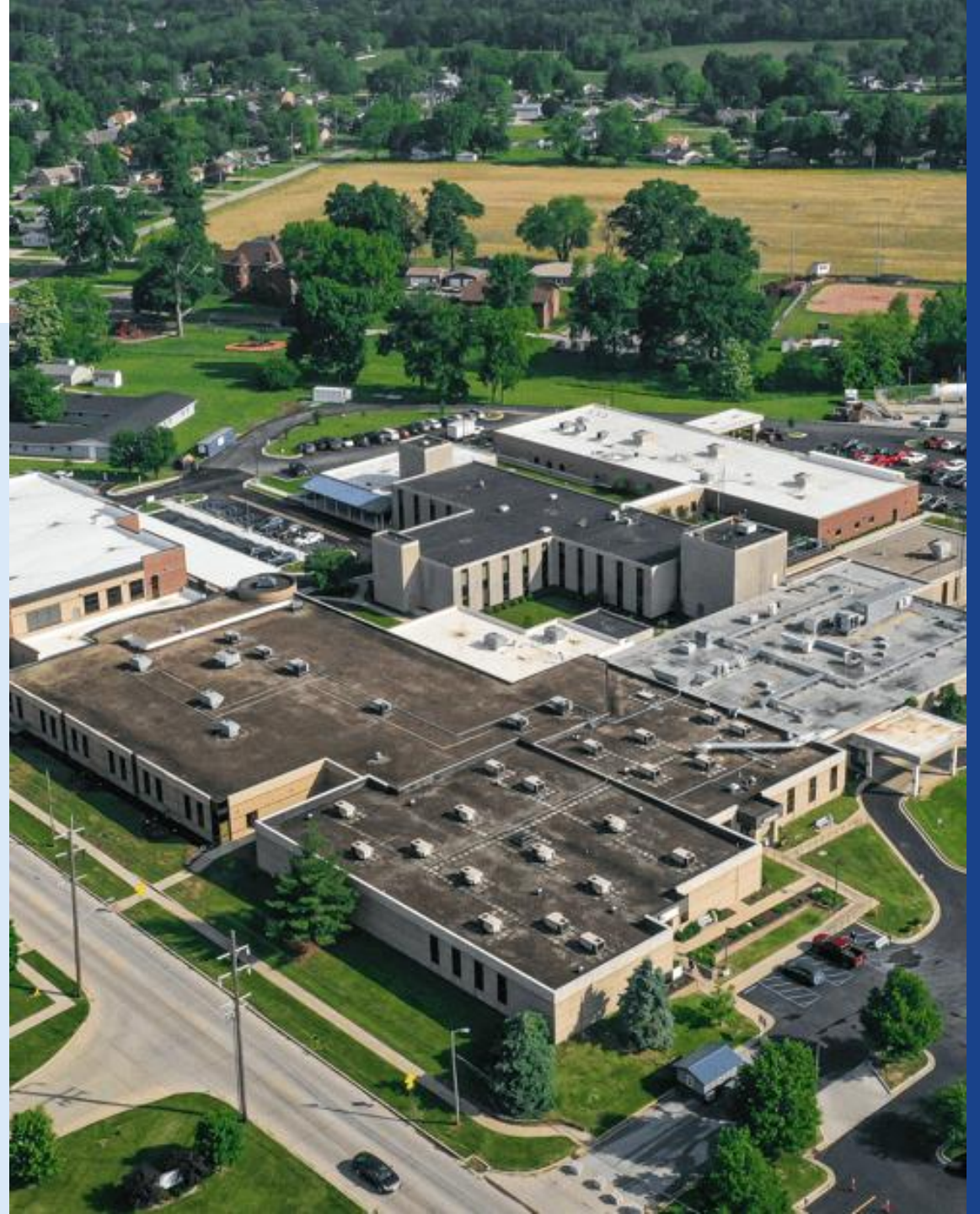
- ✓ The system has no trouble attracting new talent
- ✓ They are able attract talent from nearby larger healthcare systems



# HORIZON HEALTH

## RESULTS

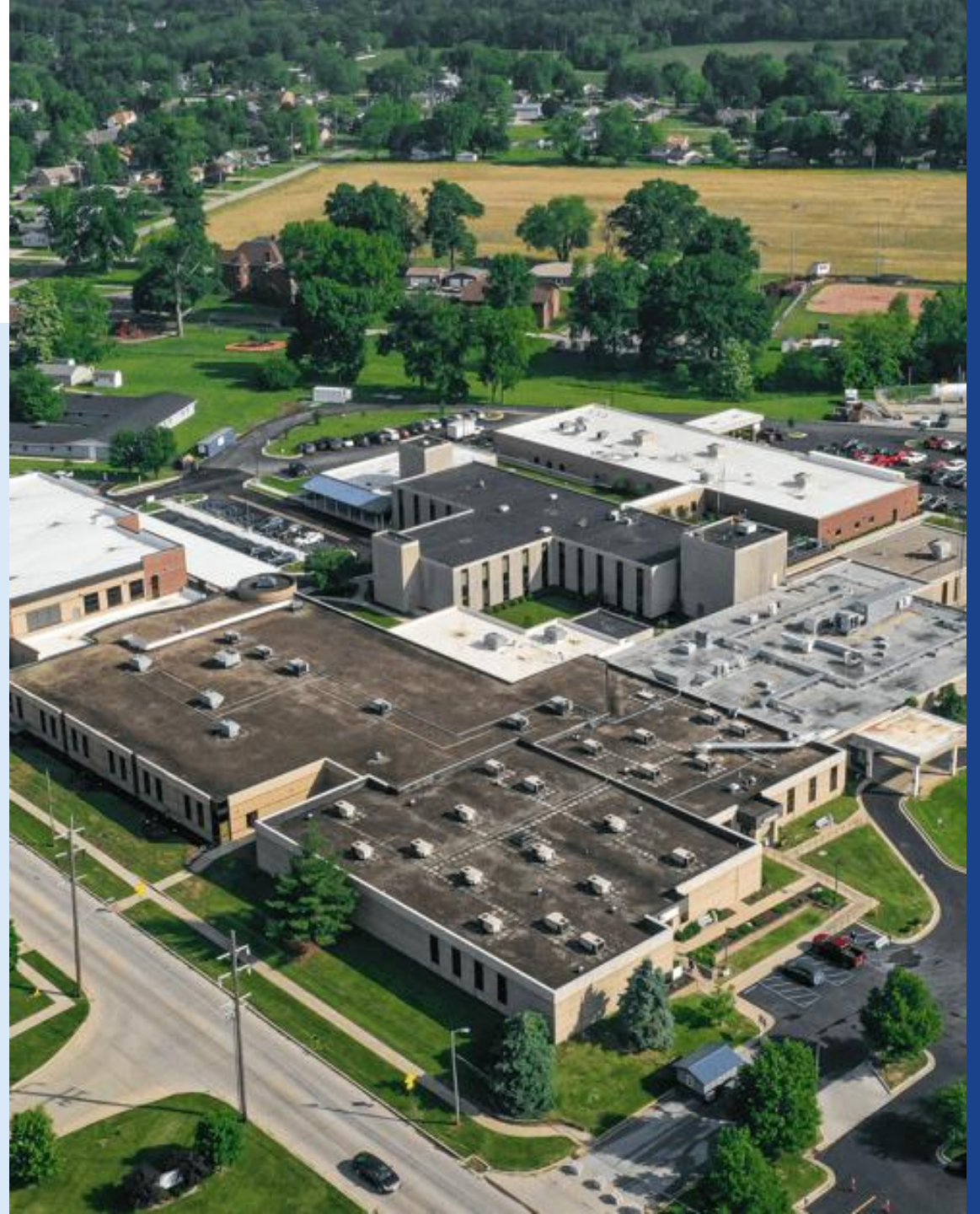
- ✓ The system has been profitable allowing them to continue to invest in their community.



# HORIZON HEALTH

## RESULTS

- ✓ They are regular recognized as a top-tier critical access hospital.





# BECOMING PEOPLE CENTRIC

How Do You Earn Engagement?

# BECOMING PEOPLE CENTRIC

You just learned a lot... how do you become People Centric while still handling your day to day?



# BECOMING PEOPLE CENTRIC

“How do you eat an elephant?”



# BECOMING PEOPLE CENTRIC

## STEP 1

Evaluate Your  
Systems



## PRO TIP

Ask your people. Evaluate your systems AND how effective your systems are. Measure your engagement levels.

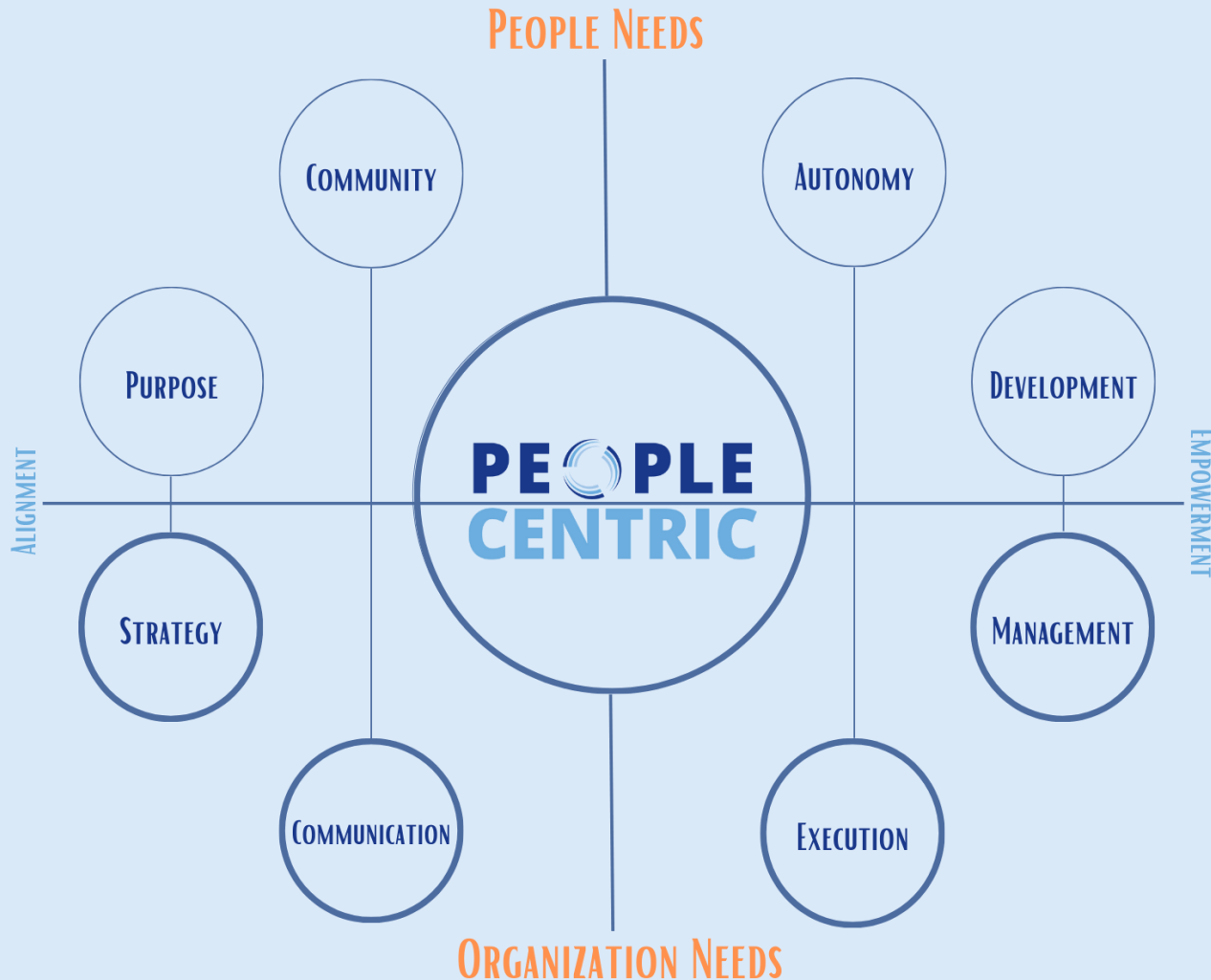
# BECOMING PEOPLE CENTRIC

## STEP 2

Prioritize



# BECOMING PEOPLE CENTRIC



Be strategic...  
which systems  
will impact you  
the most right  
now?

# BECOMING PEOPLE CENTRIC

## STEP 3

Train, Coach,  
Systematize



# BECOMING PEOPLE CENTRIC

**Train** = how to do it

**Coach** = support  
people to apply it

**Systematize** = install  
new habits to ensure  
it keeps happening



# BECOMING PEOPLE CENTRIC

STEP 4

Repeat



## PRO TIP

Great organizations are constantly improving.  
Keep evaluating your culture and your  
systems.

# BECOMING PEOPLE CENTRIC

Organizations who  
work on this for at  
least a year average

**51% engagement\***

(vs. the national average of  
31%)



\* Measured clients of People Centric Consulting

## TAKEAWAYS

- Engagement is powerful
- You can build a culture of alignment and empowerment

## PUNCH LINE

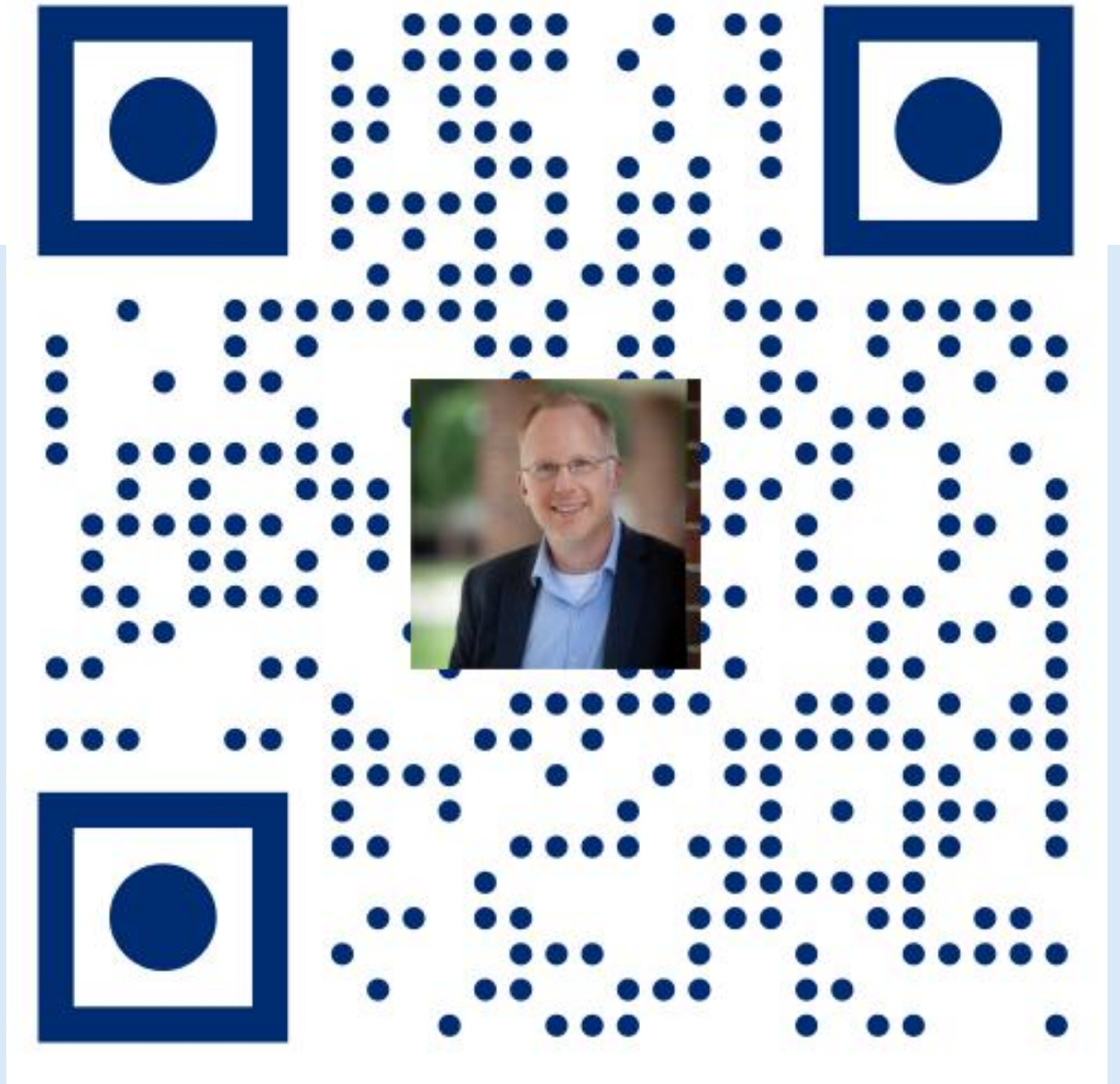
Putting **people at the center** of your organization makes it a better place to work and more profitable



QUESTIONS?

# CONTACT ME

Scan for my contact  
information



# CONNECT WITH US



f



in



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