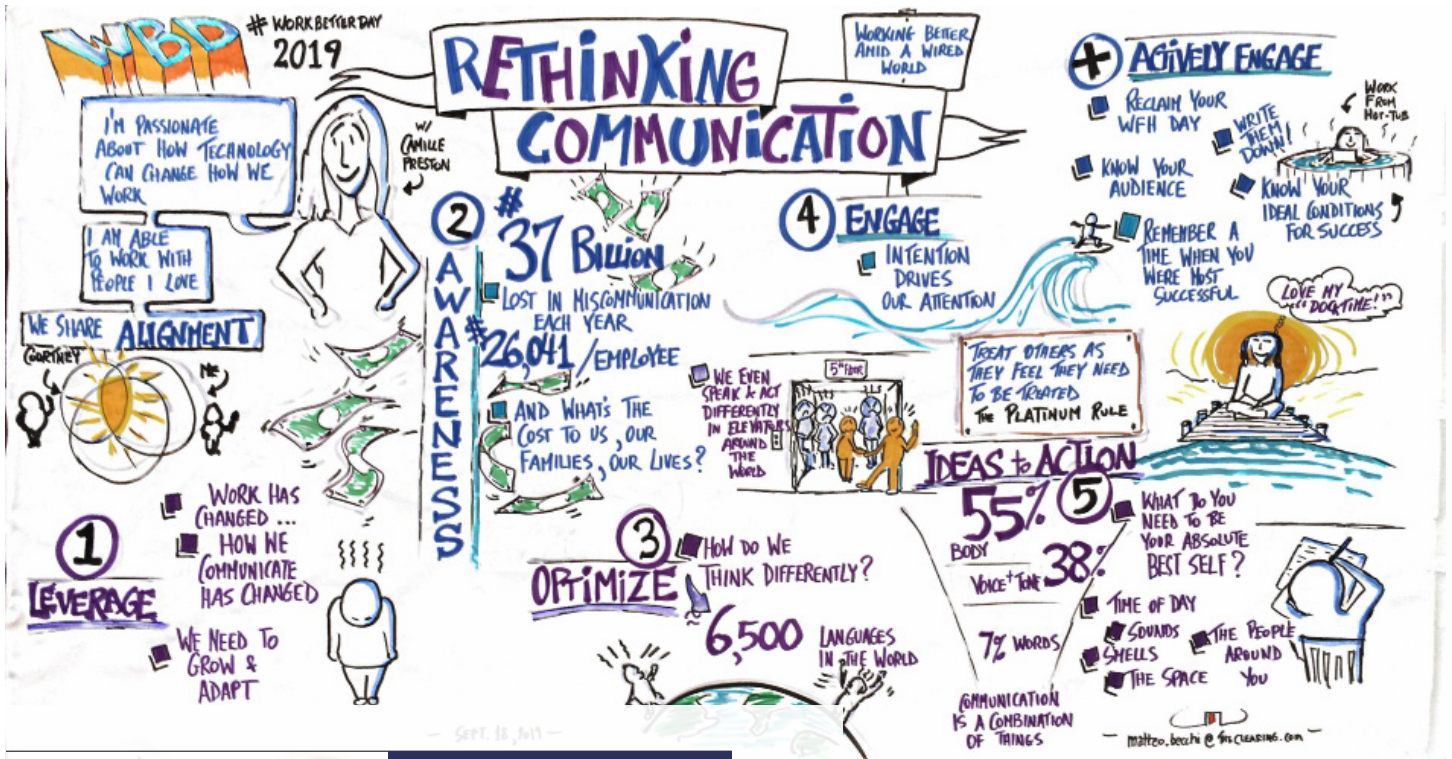




WORK BETTER DAY

2019

september 18 | gallup | washington, dc



WHAT'S INSIDE

Graphic Recording by: Matteo Becchi, The Clearing

Work Better Day

Theme: Communication

Assets & Obstacles / Steve Polo

Opening Remarks / Mohamed Younis

Rethinking Communication / Camille Preston

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Feedback / Thank you!



WORK BETTER DAY

What does it mean to work better? At OPX, where our mission is to Make Good Companies Work Better, we spend a lot of time exploring what working better means for individuals and organizations.

We were inspired to found Work Better Day in 2016 when we recognized an opportunity to have a greater impact beyond our work with clients. What could we accomplish, and how much better off would people and organizations be if we created a movement? We wanted to open people's minds to the possibility that work can be better than it is today.

The venture began with the mission to create an experience-driven movement that would allow people to voice their ideas, inspire one another with their stories, and influence the conversation around what it means to work better.

We have brought together curious minds, visionary thinkers, innovators and change-makers from across industries to explore what it means to work better in today's world. But we're not done. We will continue asking questions, exploring, proposing solutions, and challenging us all to think about how things could not only be different, but better. Join us!

We believe better is possible.



COMMUNICATION

Voice. Email. Text. Slack. Video calls. GitHub. Intranets. How many languages do we speak every day? On top of an onslaught of new technologies, there are now five generations, each with their unique communication styles, in the workplace.

What are the rules of communication, and who makes them? How can you leverage communication skills to build mutuality among your team, drive creativity, and inspire confidence in yourself and others? Your own interpersonal communication styles are pieces of a puzzle for negotiating, problem-solving, self-promoting, or collaborating with a colleague. Communication is how we get work done.

In response to WBD 2018, Work Better Day 2019 was all about communication! The day involved investigative workshops, awesome speakers, and good food. We learned about Visual Communication, common language, and dove into interpersonal communication: what it means and how it affects the way we view our world, ourselves, and each other.

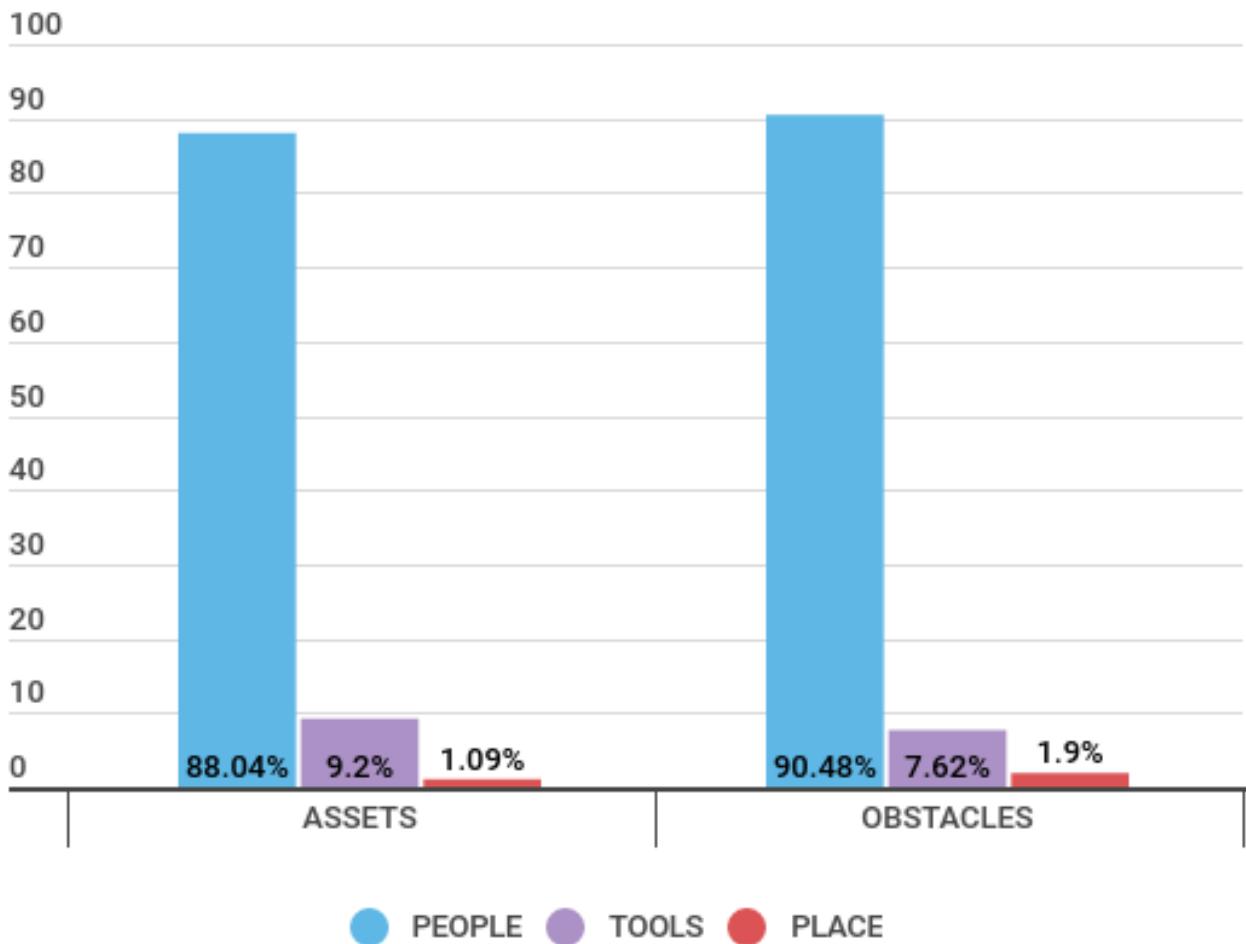


ASSETS & OBSTACLES

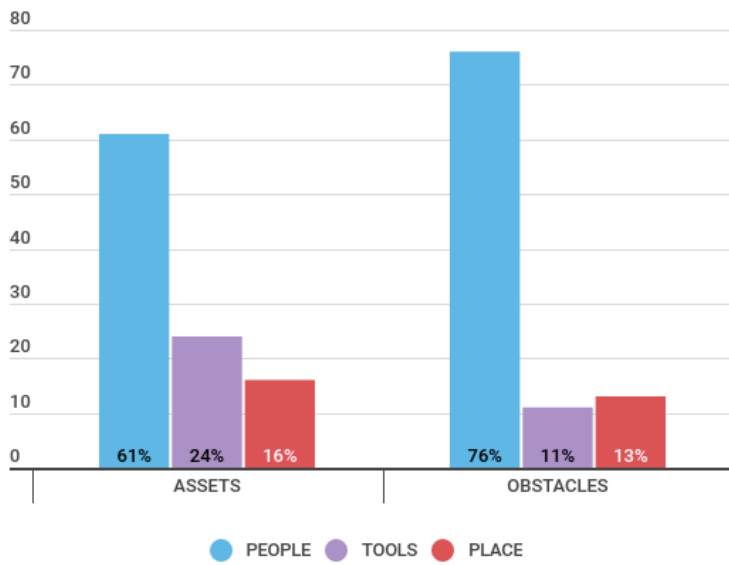
What helps you work better and what gets in the way

For the third year, we asked participants to write two things that help you work better and two things that hinder your work on Post-Its. We then organized the answers into people, tools, and place categories. More so than ever before, assets and obstacles related to people were the most common.

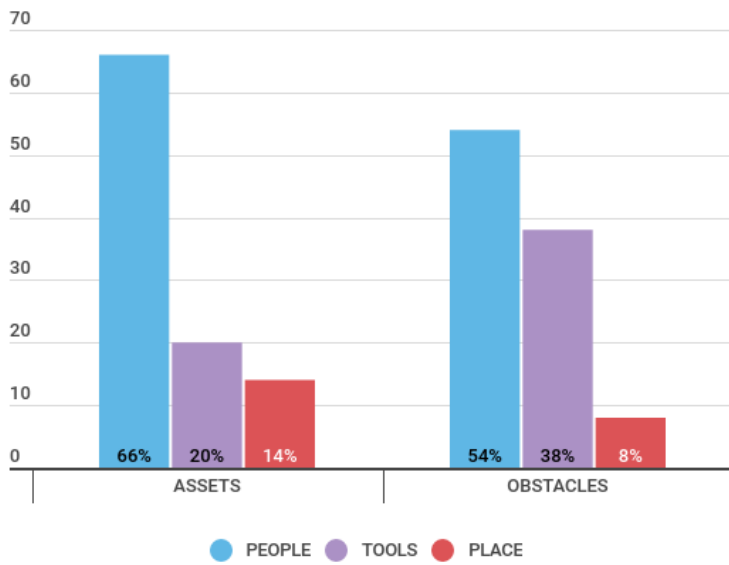
2019



2018



2017





OPENING REMARKS

MOHAMED YOUNIS

Gallup is a global analytics and advice organization. As Gallup's editor in chief, Mohamed Younis spearheads the News team. For the past 10 years, Mohamed has led some of Gallup's largest global and regional studies on social, political and economic issues. His research at Gallup has focused on geopolitics and the shifting global order, U.S. foreign policy, state stability, youth employment challenges, and relations between Muslim communities and Western societies. Mohamed provides briefings to world leaders and institutions on Gallup's research and provides expert insights to television, radio and print media worldwide.

With Work Better Day 2019 hosted at Gallup DC, it was only fitting that Mohamed Younis, Gallup's editor-in-chief, kick off the day with opening remarks.

Gallup started studying the American workforce after the Great Depression, determining that people view having a great job as a stepping stone to leading the life they want to live. However, less than 15% of the world's employees are engaged at work.¹ Gallup studies data from tens of millions of interviews with employees and managers to fuel their research into how to make employees more engaged.

Workplace expectations are shifting:

THE PAST:

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

THE FUTURE:

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life

While the workforce has changed drastically over the years, management techniques have largely remained the same. Workplace expectations are shifting; today's employees are looking for meaningful work, genuine relationships, and personal growth. Management should strive for an environment and culture that engages employees. Gallup reports that 70% of engagement can be attributed to the quality of your manager.²

When it comes to employee engagement, the difference between a good job and a great job is an important distinction to both employees and employers. A good job is working full-time and making a living wage; a great job is commitment to individual work, involving feelings of growing as a person, working on causes the employee believes in, and a sense of pride in producing quality work for clients; in short, developing skills as both

an employee and a way to further a personal career path. To summarize: focus on personal development, not ping-pong tables. No one will stay in a job where a manager is not enabling them to meet their full potential because there's a ping-pong table and pantry snacks. Employees must feel that they're irreplaceable to their managers, who in turn want them to succeed, not be a cog in machine.



¹Gallup. (2016) The Worldwide Employee Engagement Crisis [Article]. Retrieved from <https://www.gallup.com/workplace/236495/worldwide-employee-engagement-crisis.aspx>

²Gallup. (2015) Managers Account for 70% of Variance in Employee Engagement [Article]. Retrieved from <https://news.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx>



RETHINKING COMMUNICATION

CAMILLE PRESTON

Camille specializes in helping people unlock their capacity for excellence, action, and impact. Her clients learn to lead—and live—better. A psychologist by training, Camille is masterful in recognizing underlying patterns that inhibit performance. Camille is a thought leader in virtual effectiveness, cracking the code for understanding how to leverage technology, how to rewire for results, and how to create impactful, effective collaborations.

Camille focuses on achieving potential and optimizing performance. She teaches tangible strategies for how to be your best: doing the work you love with people you enjoy, setting yourself up for success and a life you want to have.

The Harvard Business Journal reports that 50% - 80% of the workday is spent communicating. Organizations around the world lose \$37 billion annually to miscommunication, with each employee costing \$26,041. While it may seem that this only affects a company's bottom line, this also cuts into employees' free time, making this an important issue for both employers and employees.

What makes communication so difficult? Not only are we constantly being pulled in so many different directions, but there are 6,500 written/verbal languages, as well as generational and cultural differences. Not to mention languages within languages, such as industry vernacular, regional and cultural slang, computer coding languages, and so much more.

There's no doubt that how we communicate has changed over time. In the business world, we too often default to communicating to others how we want to be communicated to; however, a more effective way of communication involves connecting with our coworkers and figuring out what makes them tick.

We all have different ways of engaging; practicing "Intention and attention" involves identifying what you need to communicate most effectively, and allocating bandwidth to what that is. Camille prompted attendees to think about "What do you need to be your best? How did this set you up for success?" Distilling what needs to align in your life for you to be your best self is a proactive

"The key is that you're **turning ideas into action.**"

- Camille Preston

investment. Is it natural light, the smell of lavender, early mornings, in-person brainstorming or individual work? Once you can answer that question, you can optimize your environment, while identifying how others can communicate effectively with you, too. To create your own successful reality, know yourself, take that awareness, and turn it into action. Observe others around you and ask them questions about what you've noticed works best for them. Start a conversation that can create opportunities for mutual effective communication.

To implement these strategies in your daily life, prioritize the ideas that are most important, or simply start small and pick one or two. By engaging in new and different ways, you'll gain further awareness to optimize and engage.



Communication is:
55% body language
38% is tone of voice
only **7%** is words



COMMUNICATION

LAB I

BLINDFOLD EXERCISE

JIM PFAUTZ

Harnessing and uncovering biases to create inclusive teams that make better, faster decisions, save time, money, and lives is Jim Pfautz's greatest passion. Over the last twenty years, Jim has used his in-depth knowledge of unconscious biases, cultural analysis, software and analytical causality to identify barriers within military, government and corporate cultures, revealing barriers to inclusion and engagement. Jim has personally trained, developed, mentored and coached employees and executives to overcome biases while integrating inclusion and engagement for optimal team performance. Having personally worked for and lead military, government, commercial and educational organizations, Jim is able to leverage over twenty years of personal experience to help Leaders Lead, Managers Manage and Employees Develop.

Jim Pfautz believes diversity and inclusion are the keys to making a better team and a better world. He works to disprove the perception in the corporate world that communication is unrelated to time and money. By analyzing the way an organization communicates, you can determine the values of that organization.

Jim's activity began with 15 volunteers in a circle in the center of a room, all blindfolded. He distributed 28 shapes, with the goal of participants identifying the missing shapes in the pattern by only communication and touch. The participants debated the significance of colors and shapes, working through different ideas and possibilities.

During this exercise, there was a flurry of ideas exchanged, but it took one person to bring the group together to focus. The group stopped working independently by talking over each other, and started working as a team by giving each other a platform to communicate ideas and speak to their shapes. The activity highlighted the themes of communication, problem-solving, and teamwork, proving two ideas: that teams work best together when everyone is focused on the success of the team, not themselves; and that a leader is only as good as their people.

"A Marine officer will never eat before his troops, knowing that he's only as good as his people."

- Jim Pfatz

For leaders to engage their teams, they must create an environment for employees to feel they can use their leader as a resource. Employees need to know that their boss cares, and they will give their boss the benefit of the doubt if they don't have all the answers. By tapping into your teams' individual needs, you can lead by example, not forced inclusion. Communication is a two-way street: the leader needs to open the door, and the employee needs to walk through it.





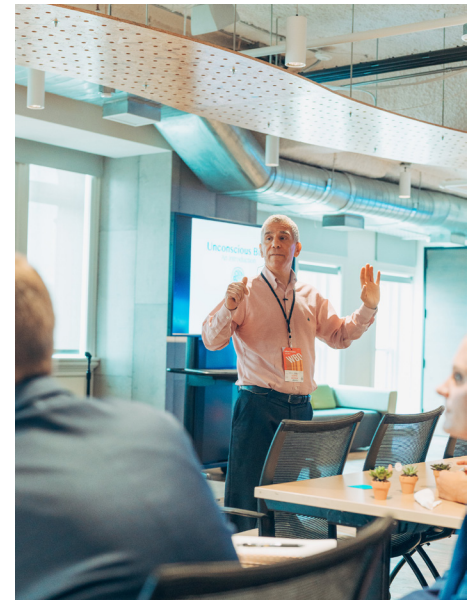
FIRESIDE CHAT

SALLY KURTZ SCHIFF

As the Senior Director of Global Team Member Communications of Hilton, Sally and her team work with partners across the Hilton enterprise to design and implement internal communications campaigns for Hilton's 400,000+ team members worldwide. Sally also looks after Hilton's global ecosystem of channels used to communicate with and engage team members at the corporate level and across more than 5,700 hotels!

Sally and Jen, the facilitator of the fireside chat, kicked off this session with an interactive case study that explored the process behind corporate communications, focusing on tailoring your approach based on the channel, audience, and location.

Sally's role at Hilton is to bring external communication techniques internally; understanding the importance of clarifying a message is crucial. Only a small portion of companies have employees dedicated to internal communication. Based on trends in recruitment and retention in the



Tailor your communication approach based on channel, audience, and location.

workforce, however, employers are starting to recognize the demands of employees for an employer to care about them. Hilton is "a company of people serving people," born out of the idea that they truly care for their employees.

Internal communication is about more than disseminating information: it's about "brand love," fostering employee loyalty by proving you care; productivity, and saving employees' time and energy by making sure they know where to access benefits, view social media, and more; and retention, where there's a high correlation between how engaged an employee is and how long they'll stay. (No one ever wants to be the last to know something!)

The most important considerations in communication are reach and relevance. Did we reach the right audience with the right information? What are all the possible things that will be communicated with employees today, and how will they react?

In disseminating information at such a large scale, balancing employee autonomy and brand consistency is key. Hilton has it mastered. Trust is embedded in their organization, and their values are more important than words.



COMMUNICATION

LAB II

GRAPHIC RECORDING

MATTEO BECCHI

Matteo Becchi is a Senior Consultant with The Clearing. As an IT Project Management Professional (PMP, CSM), Organization Development (OD) consultant, and Graphic Recorder/Graphic Facilitator, he is passionate about helping people, groups and organizations improve the way they live and work regarding people dynamics, engagement, interpersonal interactions, and behaviors.

For Work Better Day 2018, Matteo recorded the event in an illustrative graphic, as he did this year. The result was powerful, provoking Work Better Day to think about different communication formats and, in many ways, this particular event topic.

The second communication lab of the day focused on graphic recording and the art of visual communication. The objective of the session was to develop a template to record a conceptual conversation, brainstorm session, or other meetings visually. In practice, this document acts as evidence of progress and direction.

Visual communication is a holistic learning technique; it incorporates voice, tone, and language with kinesthetic and tactile methods, while simultaneously appealing to both extroverts, through the commonality of language, and introverts, through self-reflection.



The lab began with a visual storytelling exercise. With meaning assigned to a set of 5 everyday shapes, participants worked on their own to tell a story about the journey of working on a challenge within a framework of goal setting, action planning, strategy, or career planning. They then refined this story through dramatizations such as color, size, etc. The final step was to interpret fellow participants' stories, prompting a discussion about how we collect, translate, and share information with colleagues and clients.

Participants also explored the importance of metaphors and how they shape our communication. Metaphors help bridge the gap between visual templates and visual recordings.

Visual templates can bolster meeting facilitation, team performance tracking, and strategic visioning.


Visual tools make people's lives easier by providing a common language. Using visuals creates a third space that draws people in, connecting them to a message in a unique way, because the audience can watch its creation in relation to their experience.



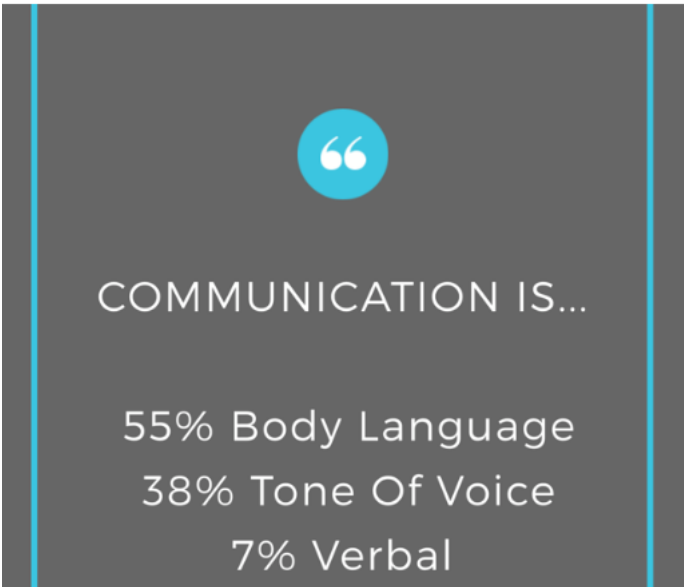
WE HEARD YOU...

Here's how people are feeling about WBD 2019 from a survey distributed at the event:



 **Amanda Heptinstall** • 2nd
Director of Marketing at MOI
1w

Thanks **OPX** for creating **#WorkBetterDay!** This year's event focused on **#communication** and I spent the morning with my **MOI** team listening and learning. The speakers and content were helpful, insightful, and inspiring.



“

Jim was very engaging and his exercise will stick with me.



 **Niki Grant** @NikiGrant10
Sep 18 · Gallup

Spending the day with @OPXDC at this year's #WorkBetterDay focused on #communication and how we can be more effective to achieve better results in the workplace #EmployeeEngagement #peoplematter #WorkplaceCulture @Gallup @twHITTr @TheClearingInc @HermanMiller @Savills @TryHungry



← ↻ 4 ❤️ 6 + ⋮

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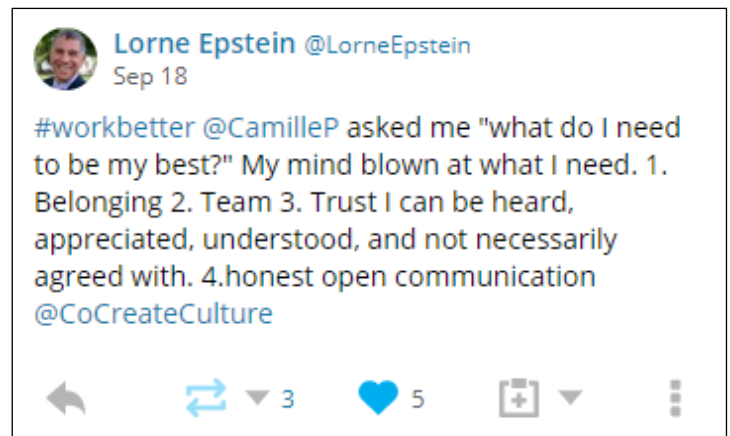
All the new experiences challenged my default habits and thoughts.


“

Mohamed, Camille, and Sally were fabulous - great day!

“

Tools / strategies to use in everyday life. Truly loved it!



 **Lorne Epstein** @LorneEpstein
Sep 18

#workbetter @CamilleP asked me "what do I need to be my best?" My mind blown at what I need. 1. Belonging 2. Team 3. Trust I can be heard, appreciated, understood, and not necessarily agreed with. 4.honest open communication @CoCreateCulture

← ↻ 3 ❤️ 5 + ⋮

“

People were awesome - Torin's energy is palpable. The [graphic recording] session was AWESOME.

“

Specific examples, energetic facilitators and MC!



THANK YOU WBD SPONSORS & PARTNERS

We could not have done this without all of you. Thank you for your contributions and commitment to #workbetter.





**EXPLORING WHAT IT
MEANS TO
WORK BETTER**

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