

Today's workforce has a desire to be engaged and have a positive work experience that is purposeful. They want to be intentional with their development to move toward opportunities for career growth. Based on AMA research,<sup>1</sup> when compared to men, women are far less satisfied with these elements of work.

A person's level of engagement directly impacts their ability to perform effectively. Engagement drives both a mental and emotional connection between employees and their employers, and stronger engagement translates to a more productive workforce that impacts the commitment to your organization's goals.

Engaged workers fill a role that showcases their strengths, finds their work challenging but interesting and feels their opinions are valid and their voices are heard. They can also visualize growth opportunities within their current organization—and that's powerful.

The solution is not to "fix women" to create engagement. Creating an engaged and equitable environment for all people is everyone's responsibility with your organization—leaders and individuals all being supported cohesively and consistently by Human Resources, Learning and Development and Diversity, Equity, Inclusion and Belonging departments. In coordination with operations, these departments pave the way to attain the same equitable workplace goals. As a result, your engaged, productive workforce may likely become more committed to your organization, and the customers you are serving will have greater satisfaction.

## A Synergistic Approach for Maximum Effectiveness



Operations paves a clear path for implementation at every level.

### CHARACTERISTICS AND BEHAVIORS

### OUTCOME



#### ORGANIZATION

- Understands people data, identifies pain points and creates goals and objectives
- Shows commitment and consistency
- Leads fair policies, processes and practices for the entire talent lifecycle, including recruiting, hiring, developing, promoting and succession planning
- Develops people at every level
- Prepares leadership to lead with focus and hold others accountable
- Communicates effectively and often



#### LEADERSHIP

- Is accountable for developing people, career growth and inclusive practices
- Shows curiosity in their people—building strong relationships
- Communicates goals, intentions and processes effectively
- Leads by example
- Creates a safe space for people to be heard and feel a sense of belonging
- Celebrates their people



#### INDIVIDUAL

- Is proactive with utilizing resources and their network
- Engages in development opportunities
- Is curious
- Shows support to others
- Finds their voice and asks for what they want

**A committed and empowered workforce that is engaged, productive and thriving—resulting in fulfilling your organization's goals.**

1. American Management Association, "Workplace Engagement: Fixing 'The Broken Rung' Requires Engagement at Every Level," 2022.



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