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The "new way" of engaging employees and customers is really an old way – or the only way – that has ever really worked in a sales or work environment.

**A Hierarchy of Work Needs**

Imagine yourself the owner of a small business. You are about to hire your first employee. What is the first thing you look for in a candidate? A perfect fit. You are thrilled to find Anne – someone who promises to have both the talents and the personality that match the role. As Anne begins to hear about the role, she is excited by the prospect of doing something she is *good at doing* and *she loves to do*.

Once you hire Anne, you ensure she clearly understands your expectations and her contribution to the big picture. Having clarity allows Anne to focus her energy on fulfilling her job responsibilities.

Once she is crystal clear on her role, you want to make sure she has all the support she needs to succeed by giving her the appropriate tools, processes, systems and training. You also give her the backing, encouragement and development opportunities to make sure she feels completely supported. Anne's initial hopes about the job are validated and she becomes even more energized.

As she settles into her job, you watch for opportunities to provide Anne with feedback and make her feel completely valued – demonstrating interest in her as a person, listening carefully to her and giving recognition in ways that feel appropriate to her. Each time you take one of these opportunities, her energy spikes. To continue inspiring her, you model personal excellence by walking the talk and holding her accountable to achieve great results. This sustains her personal energy level, allowing her to remain completely engaged and spurring her to offer her discretionary effort.

**Five Drivers of Engagement**

The above story exemplifies a best-case scenario of emotional engagement. For years, Juice Inc. has been on a quest to discover which core emotional needs are most crucial for employees in the workplace. Standing on the shoulders of some of the most prominent thought pioneers of the last decade, we've identified five core drivers that matter most to employees. When these Five...
Drivers passed the scrutiny of a Ph.D. in organizational psychology, we began field-testing them with several organizations. After three years of testing, both in the field of organizational psychology and the business community, we are now confident that these Five Drivers produce the highest levels of organizational energy and unlock employees’ willingness to offer their discretionary effort.

In the above example, Anne could frame the Five Drivers as statements:

1. “I Fit”
2. “I’m Clear”
3. “I’m Supported”
4. “I’m Valued”
5. “I’m Inspired”

When employees are able to make statements like these, energy is released inside them. And energy is what produces results.

Why? There are many activities employees engage in daily. Some of them are value-adding activities and some add marginal value. Value-adding activities, like having tough conversations with a co-worker, picking up the phone to make a cold-call and using critical thinking skills to improve a process, are the hardest ones to do. They require significant energy output. Employees will either tackle these tough activities or leave them undone based on one factor: their personal energy level. Boost your organizational energy level, and results will naturally follow.

Here are some of the statements leaders have offered after using the Five Drivers to increase their employees’ energy levels:

“We’ve cut our credits and returns in half.”
“For the first time in I don’t know how long, my employees are actually singing on the production line.”
“There were several people who had their resumes polished up. None of them are looking for new jobs anymore.”

Boost your organizational energy level, and results will naturally follow.
Five Drivers that Move Employees into Desired States of Being

Each of the Five Drivers represents a much deeper desired state of being that is crucial to energizing employees. A state of being is more than just a feeling—it is a pervasive emotional condition that affects a person’s entire being.

For example, “My manager recognized my contribution” is a feeling; “I am significant here” is a state of being. “I’ve been given the authority to do my job” is a feeling; “I experience freedom here” is a state of being.

There are five main states that people require for optimal performance:

- A State of Security
- A State of Belonging
- A State of Freedom
- A State of Significance
- A State of Purpose

When denied these states of being, employees become depleted of their energy and find it increasingly difficult to offer their engagement and discretionary effort. The Five Drivers enable people to move into these five crucial states of being.

The Five Drivers and Their Related States of Being

Drivers’ States of Being

<table>
<thead>
<tr>
<th>I Fit</th>
<th>Belonging</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’m Clear</td>
<td>Security</td>
</tr>
<tr>
<td>I’m Supported</td>
<td>Freedom</td>
</tr>
<tr>
<td>I’m Valued</td>
<td>Significance</td>
</tr>
<tr>
<td>I’m Inspired</td>
<td>Purpose</td>
</tr>
</tbody>
</table>

Let’s look at the specific elements of the Five Drivers that produce engagement and results for organizations:
| “I Fit”       | My role is a good match for my talents.  
|              | My role is a good match for my interests.  
|              | I fit in well with my team – I feel I belong here.  
|              | I feel understood by my team – I experience no unnecessary friction or confusion.  
|              | I feel safe in my current role – both emotionally and physically.  
| “I’m Clear”  | I’m crystal clear on the expectations my manager has of me.  
|              | I receive important information when I need it.  
|              | I’m clear on the big picture of how things work here and how I contribute to it.  
|              | I’m clear on how my manager feels about my progress.  
|              | I’m clear on leadership’s direction, strategy and objectives.  
| “I’m Supported” | I feel equipped with all the resources I need to succeed: time, training, tools and systems.  
|              | I feel my compensation and benefits package is fair for the contribution I make here.  
|              | My manager "has my back," supports me and goes to bat for me when I need it.  
|              | I have the freedom and authority to do what I’m responsible to do.  
|              | I’m getting the career and growth opportunities that are important to me.  
| “I’m Valued” | I feel my leaders value me as a person—not as a tool or an asset.  
|              | I feel recognized and appreciated for my contribution.  
|              | I feel I am being treated fairly.  
|              | My leaders are serious about protecting my work/life balance.  
|              | My leaders listen to me in a way that makes me feel respected and understood.  
| “I’m Inspired” | I feel a sense of pride and connection with the purpose of my organization.  
|              | Underperformers are not ignored here—employees are held completely accountable.  
|              | I feel I am achieving great results.  
|              | My colleagues and leaders walk the talk.  
|              | The passion of my colleagues inspires me to drive for more aggressive goals.  |
Why Five Emotional Drivers?

Significant emerging research has revealed some critical discoveries. We’ve learned what creates the most highly engaged organization from Towers Perrin, BlessingWhite, Hewitt and Melcrum. We’ve learned what creates the most highly productive workforce from the Gallup Organization. We’ve learned what creates the most highly effective leaders from Daniel Goleman and other Emotional Intelligence researchers. We’ve learned what creates the most highly change-adaptive employees from John Kotter. And finally, we’ve learned what creates the most high-performing employees from the Corporate Leadership Council.

The results of each of these studies are fascinating, but if you view them as a whole and begin to connect the dots, an amazing discovery emerges: What matters to employees more than anything else at work are feelings. Consider the following five examples.

Feelings Create Highly Engaged Employees

After surveying more than 90,000 employees worldwide in 2007, Towers Perrin found that a company’s financial productivity depends on its employee engagement levels. The number one element driving engagement was an employee’s belief that senior management was interested in his or her well-being. In earlier research, they discovered what attracts,
rets, and engages employees. Generally speaking, employees are attracted by pay and benefits, retained by opportunities for development, and engaged by how they feel on the job. It is significant that each of Towers Perrin’s top ten drivers of employee engagement is instrumental in producing feelings within employees. Beside each of the Towers Perrin top ten, we’ve bracketed the feeling that is produced.

1. Senior management has sincere interest in employees’ well-being. ("I’m Valued")
2. Company provides challenging work. ("I’m Inspired")
3. Employees have appropriate decision-making authority. ("I’m Supported")
4. Company cares a great deal about customer satisfaction. ("I’m Inspired")
5. Employees have excellent career opportunities. ("I Fit," "I’m Valued" and "I’m Supported")
6. Company has a reputation as a good employer. ("I’m Inspired")
7. Employees work well in teams. ("I Fit" and "I’m Inspired")
8. Employees have resources needed to perform jobs in a high-quality way. ("I’m Supported")
9. Employees have appropriate decision-making input. ("I’m Valued")
10. Senior management communicates clear vision for long-term success. ("I’m Clear" and "I’m Inspired")

Feelings Create Highly Productive Employees

After surveying over two million employees, the Gallup Organization has discovered the 12 elements required for an organization to be highly productive in terms of revenue, profitability, customer loyalty and employee retention. Each of the elements produces a specific feeling inside employees. Beside each of the Gallup Q12, we’ve bracketed the feeling that is produced.

1. I know what is expected of me at work. ("I’m Clear")
2. I have the materials and equipment I need to do my work properly. ("I’m Supported")
3. At work, I have the opportunity to do what I do best every day. ("I Fit")
4. In the last seven days, I have received recognition or praise for doing good work. ("I’m Valued")
5. My supervisor or someone at work seems to care about me as a person. ("I’m Valued")
6. There is someone at work who encourages my development. ("I’m Supported")
7. At work, my opinions seem to count. ("I’m Valued")
8. The mission/purpose of my company makes me feel that my job is important. ("I’m Inspired")
9. My associates (fellow employees) are committed to doing quality work. ("I’m Inspired")
10. I have a best friend at work. ("I Fit")
11. In the last six months, someone at work has talked to me about my progress. ("I’m clear” and “I’m Supported”)
12. This past year, I have had opportunities at work to learn and grow. ("I’m Valued,” “I’m Supported,” “I’m Inspired”)

Gallup’s study conclusively shows that how employees feel affects the business’s bottom line. Managers who create an environment where these 12 elements (and by extension, the Five Drivers) are present are 50% more likely to deliver on customer loyalty and 44% more likely to produce above-average profitability.

**Feelings Create Highly Change-Adaptive Employees**

Change expert John Kotter of Harvard University recognizes the critical role of feelings in enabling employees to embrace change. Kotter has discovered that trying to get people to embrace change by appealing to their thinking is unproductive. The common approach used to be, “Give them enough analysis and they’ll think differently. If they think differently they will engage in change.” Kotter’s research has shown, however, that the most effective approach is not analysis/think/change but see/feel/change. When people see something powerfully modeled, it evokes within them a feeling that enables them to readily embrace change. In short, help people feel, and they can change.

**Highly Effective Leaders Create Feelings**

Emotional Intelligence experts Daniel Goleman, Richard Boyatzis, and Annie McKee put it this way in their book *Primal Leadership*: “The fundamental task of leaders, we argue, is to prime good feelings in those they lead. At its root, then, the primal job of leadership is emotional. Great leadership works through the emotions.”

Goleman says Emotional Intelligence (EQ), the ability to identify and manage your own emotions and the emotions of others, has the greatest impact on making leaders highly effective with their employees.
Feelings Create High-Performing Employees

In its Best Practices Research 2002, the Corporate Leadership Council (CLC) studied 19,000 employees over seven industries in 29 countries. Their mission was to uncover the drivers that produced the highest levels of performance in organizations. Once again, each of the drivers is responsible for creating feelings within employees. Beside each of the CLC drivers, we’ve bracketed the feeling that is produced.

- Working on the things you do best can increase performance by up to 28%. ("I Fit")
- Employee understanding of their own performance standards can increase performance by up to 36%. ("I’m Clear")
- A culture with effective internal communication can increase performance by up to 34%. ("I’m Clear")
- Engagement in on-the-job development opportunities can increase performance by up to 28%. ("I’m Supported")
- An environment of risk-taking can increase performance by up to 38%. ("I’m Supported” and “I’m Inspired”)
- Emphasizing an employee’s performance strengths can increase performance by up to 36%. ("I’m Valued")
- Belief that a manager is knowledgeable about an employee’s performance can increase performance by up to 30%. ("I’m Valued")

We Feel First and Think Second

But why are feelings so important for engaging people? Why not thoughts, facts, figures or physical commodities? Researchers who study the brain have discovered that all data entering the prefrontal cortex (the logical, decision-making center of the brain) first gets filtered through the amygdala (the emotional center of the brain). In short, we feel before we think. That means people’s first response to you is an emotional one. As they interact with you, they are internally assessing, “Do I feel put down? Respected? Listened to? Patronized?”

Furthermore, we have learned that when people think back on their interactions with you, they first remember how you made them feel. Only after that do they remember the thoughts and words that may have passed between you.

…when people think back on their interactions with you, they first remember how you made them feel.
“Soft” Feelings Drive Hard Results

People’s emotional needs drive their decisions. In fact, their behaviors can best be understood as an attempt to get their emotional needs met. If this is true, then the most important thing you can do as a leader is to create an environment where each of your employee’s core emotional needs is being met.

Marcus Buckingham and Curt Coffman make a strong suggestion in their book First Break All the Rules: “It would be [most] efficient to identify the few emotions you want your employees to feel and then to hold your managers accountable for creating these emotions.” These emotions become the outcomes a manager is primarily responsible for.

Why is the creation of emotional engagement the most important thing a manager can do? Because “emotional engagement is four times more valuable than rational engagement in driving employee effort,” says the Corporate Leadership Council in its 2004 Employment Engagement Survey. Here is a comparison of emotional and rational engagement:

<table>
<thead>
<tr>
<th>Rational Engagement</th>
<th>Emotional Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Engaging the minds of your employees</td>
<td>• Engaging the hearts of your employees</td>
</tr>
<tr>
<td>• “I understand the organization’s strategy and how I contribute to it”</td>
<td>• “The excellence of my colleagues inspires me to strive for more aggressive goals”</td>
</tr>
<tr>
<td>• The skill to do more</td>
<td>• The will to do more</td>
</tr>
<tr>
<td>• Big-picture understanding, clarity of expectations; connection to financial, developmental or professional rewards</td>
<td>• Feelings of purpose, pride, meaning, inspiration and loyalty</td>
</tr>
</tbody>
</table>

Simple, Systematic Engagement Conversations

Managers in your organization face an engagement choice point every day: “I’ve got 60 minutes of unscheduled time. Should I do something that will make me 10% more productive, or do I take 10 minutes with each of my six employees and do something that will make each of them 10% more productive?” How your managers answer that question determines the future of your company. Unfortunately, many managers get the answer wrong, believing their primary role is to execute on technical tasks versus energizing their employees.
There is one simple but brilliant activity that great managers do that lets them know exactly what is required to energize an employee: they ask. They actually sit with their employees and ask, “What do you need to feel completely energized in your role?”

Many managers believe they could never have this conversation with their employees. Wouldn’t it create a set of expectations that couldn’t be fulfilled? Wouldn’t you be setting the employee up for disappointment and yourself for failure?

There are simple, systematic engagement conversations leaders and managers can become skilful at, to uncover the drivers that energize and engage each of their employees on the job.

**Case Study**

A 330-bed community teaching hospital used a tool called the Juice Check to measure their 2,500 employees to find out how well they were doing in each of the Five Driver areas. Employees came from all departments – nursing, administration, janitorial, medical, laboratory, security – and represented all levels in the organization from top management to kitchen staff.

The nationally recognized hospital, a 2006 recipient of the Governor’s Award for Improving Patient Safety and Quality of Care in the Hospital Setting, was aiming to improve their service excellence scores through higher employee engagement.

The Juice Check was used to look at three main problem areas: employees’ intention to leave for work elsewhere, their effectiveness on the job and the quality of their relationships with their department manager. Employees were surveyed by studying all Five Drivers of engagement—or the “juiced” effect.

The findings were dramatic. Employees who measured lowest in the Five Drivers were more than four times more likely to consider quitting, one-third as effective, and half as likely to enjoy good relationships with their managers as employees who were measured with high “juice” levels.
"This work with our executive and management teams helped galvanize our employee engagement strategy into something that is actionable, and it will certainly give us an edge in retaining and attracting talent,” says the organization’s Vice President, Human Resources.

As a result of this comprehensive study, the hospital is using the information to improve the service excellence environment for patients and employees, and they are participating in the process a second time to track improvements over last year.
Effect of Five Drivers on an Employee’s Intent to Leave an Organization:

Employees who measured lowest in the Five Driver areas in the Juice Check were more than four times more likely to consider quitting (61%) than employees who measured highest (14%).

Effect of Five Drivers on Employee Productivity:

When rated on areas of productivity, employees who measured high in the Five Driver areas in the Juice Check were almost three times more effective (90%) than people who measured low (37%).
**About Juice**

Since 1998, Juice Inc. has been working with organizations to create better business outcomes and improve performance by releasing Intelligent Energy. Juice Inc. has seen a significant return on investment for the companies it has worked for. Juice’s client list includes AstraZeneca Canada, Co-operators, Bausch & Lomb, Bayer Canada, Bell, Botsford Hospital, Canadian Tire Financial Services, CIBC, Cooper-Standard, CUMIS, Deutsche Bank, Eaton Electric, Genzyme, Halton Region, Huron Perth Health Alliance, International Truck & Engine, Kellogg, Kraft Foods, LaserNetworks, Linamar Manufacturing, Maritz, NestlePurina, Ontario Police College, Peel Region, Purolator, Seneca College, Sobey’s and Saint Elizabeth Healthcare.

**Additional Juice Resources**

To measure the level of energy your workplace releases in you, take a free Juice Check at [www.juiceinc.com/juicecheck](http://www.juiceinc.com/juicecheck).

To order a copy of *Juice – Release Your Company’s Intelligent Energy through Powerful Conversations*, visit [www.juiceinc.com](http://www.juiceinc.com).

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