



# ACC SOUTHERN CALIFORNIA IN HOUSE COUNSEL CONFERENCE

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January 30, 2024  
Anaheim, California

sponsored by:

Ogletree  
Deakins

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Employers & Lawyers, Working Together

# The Business of Employee Engagement

The screenshot displays a Zoom conference interface. The main video feed shows Sharon Moore, a woman with curly hair, smiling and waving. Below her are three smaller video feeds for Brad Davis, Bruce Hubbard, and Olivia Walker. The top of the interface shows the conference title 'Conference', a timer at 00:10:23, and various control icons. The right sidebar is titled 'Participants (5)' and includes a search bar, an 'Add participants' button, and lists of 'Speakers (4)' and 'Attendees (15)'. The speakers list includes Sharon Moore, Brad Davis, Bruce Hubbard, and Olivia Walker. The attendees list includes Michael Townsend, Deborah Humphrey, and Moris Johnston.

# Facilitators:



**Anthony L. Martin**  
Office Managing Shareholder  
Las Vegas



**Marcia Stokes, Ph.D.**  
Director of Career Development  
Atlanta

# Presentation Purpose



This presentation focuses on the business benefit of helping employees feel they have a place of belonging in an organization. It will include looking at the financial numbers, statistics, and tips for retaining employees. Additionally, this presentation will discuss how legal departments can support and partner with their People & Culture/HR departments' efforts to promote employee engagement and understand the need to consider employee valuation propositions.

# What is Employee Engagement?

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**Employee engagement** is the  
**emotional** commitment  
the **employee** has to the  
**organization** and its goals.

**Forbes**

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**“Paychecks can’t buy passion.”**



***Brad Federman, Aspire Talent Advisory***

# Marcia's Story



**Kim and Me**



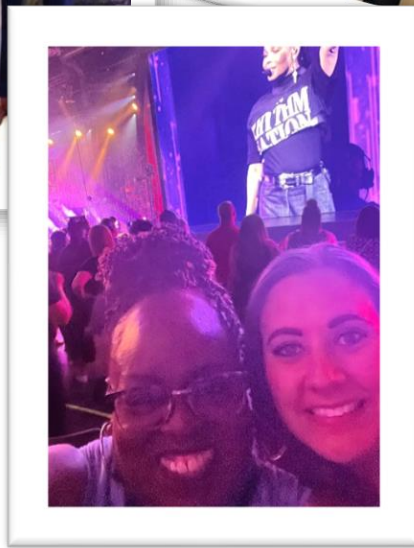
**The Founders and Me**

**@ Ogletree, Deakins, Nash, Smoak & Stewart, LLC**



**My Mentor and Me**

# “My emotions are tied to this organization!”





# What is an Engaged Employee?

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- ...loyal and **productive** (Gallup).
- ...know what to do and **want to do it** (Sibson Consulting).
- ...have a rational, **emotional and motivational connection** with the company (Employee Engagement Network).
- ...have the motivation to help the organization succeed and a line of sight to know what to do to make the **organization successful** (Watson Wyatt).
- ...emotionally and **intellectually committed** to the organization or group. Three behaviors that demonstrate this are when they **Say, Stay and Strive** (Hewitt Associates).

# What's Your Story?

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***Why did you join your company?***

***Why are you still there?***

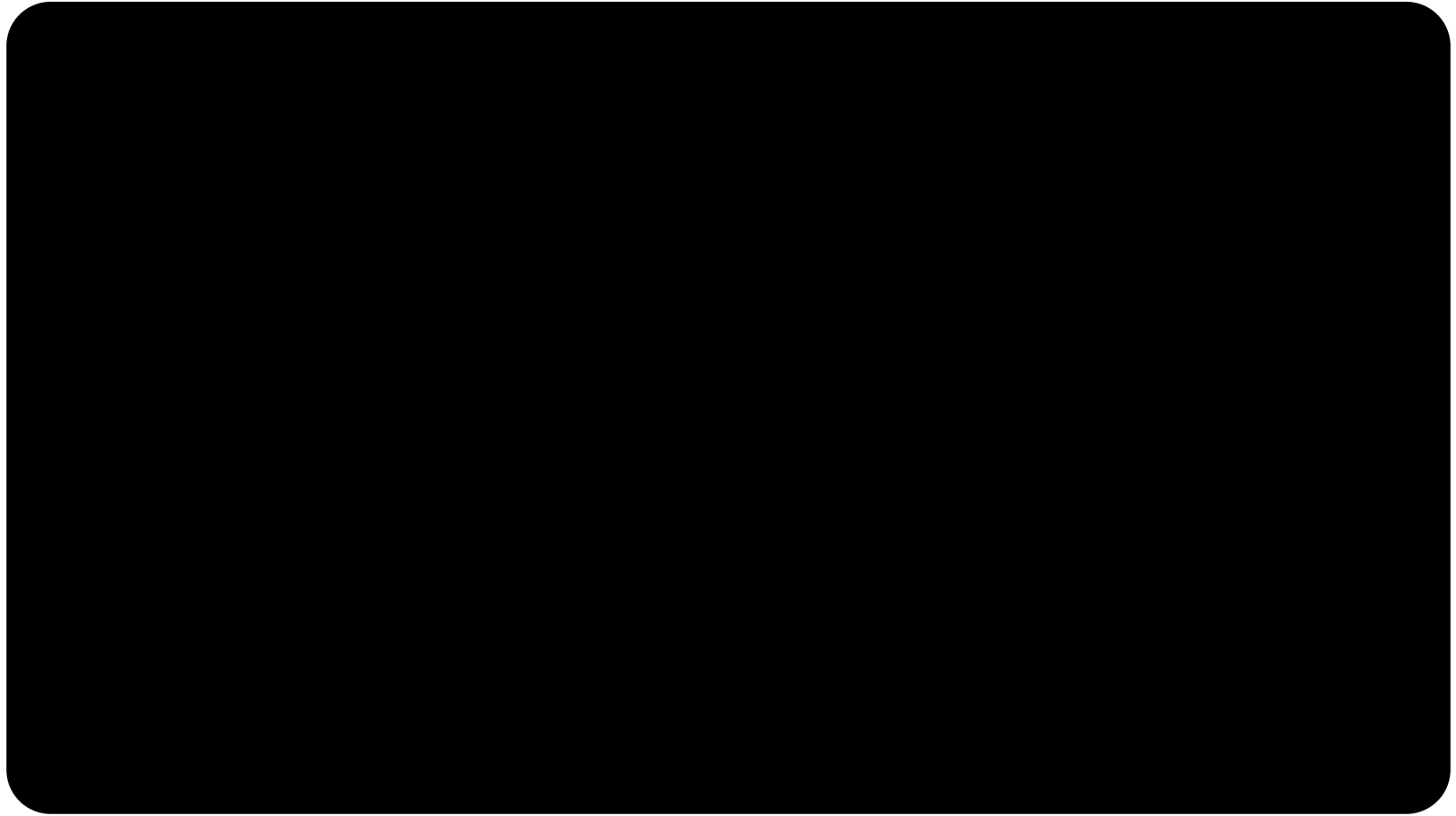
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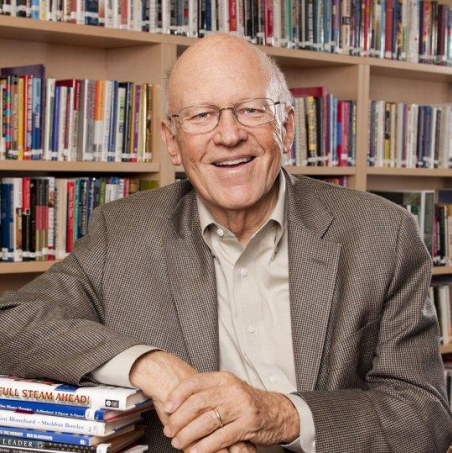
Executives from around the world say that **enhancing employee engagement** is one of their **top five business strategies**. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a **key link to customer satisfaction, company reputation and overall stakeholder value!**



# Who's Sinking Your Boat?

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***Ken Blanchard***

“Connect the dots between individual roles and the goals of the organization. **When people see that connection, they get a lot of energy out of work.** They feel the importance, dignity, and meaning in their job.”

***Scott Blanchard***



# What Employees Want

Gallup asked **13,085 U.S. employees** what was most important to them when deciding whether to accept a new job offered by a new employer. The study revealed that **pay** and **wellbeing-related** issues have both risen significantly in recent years, clinching the first and second spots as the most important factors for accepting a job elsewhere. Additionally, they want a job that **plays to their strengths and job security**.

1.	A significant increase in income or benefits (64% said "very important")
2.	Greater work-life balance and better personal wellbeing (61%)
3.	The ability to do what they do best (58%)
4.	Greater stability and job security (53%)
5.	COVID-19 vaccination policies that align with my beliefs (43%)
6.	The organization is diverse and inclusive of all types of people (42%)

# The Research Indicates...

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- Research has indicated that many companies likely see around **28% of their new hires quit within the first 90 days of their employment**. Such a high rate of turnover can have a significant financial impact.
- As Gallup recently reported, employee engagement in the U.S. experienced its first annual decline in a decade, dropping to **34% engaged in 2021 from 36% engaged in 2020**. This unfortunate trend continued into the early part of 2022. Only **32% of full- and part-time employees are engaged** and 17% are actively disengaged.
- Early on in the trend, these workers were mostly younger, less-tenured employees working predominantly in the retail, food service, and healthcare industries. Now **older, more tenured employees in higher-paying jobs in the finance, tech, and other knowledge worker industries are increasingly walking away from their jobs** in search of more meaningful work and a better work-life balance.

***Business Leadership Today***

# What can you do to build relationships with co-workers?

## ■ Tell your story

- Why do you work for your organization
- What keeps you here?

## ■ Find out your team members story

- Why did they join your organization?
- Why are they still there?
- Is there an emotional, intellectual and/or loyalty connection to the organization?



## ■ Pair team members together to accomplish tasks and assignments



# Create opportunities for employees to use their skills and abilities

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## ■ Find out what your team members can do

- What skills do they have that are not “work” related?
- Are those skills transferable?
- Provide a challenge of the month to your team.

## ■ Cross-Train employees

- Allow your team members, in small spurts, to work on other types of projects.
- Be patient and allow them to learn while working.

## ■ Discuss your team’s strengths with others and see if your team member can lend their skills to other teams with skill gaps (e.g., collaborate)

# Getting to know you...Getting to know all about you!

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- **Get to know your team members by discussing non-work related topics. “If you really knew me then you would know...”**
- **Let your team members get to know you by discussing non-work related topics.**
- **Go to an out of office/building location for lunch, coffee or happy hour and don't talk about work.**

“When people are financially invested, they want a return. When people are **emotionally** invested, they want to contribute.”



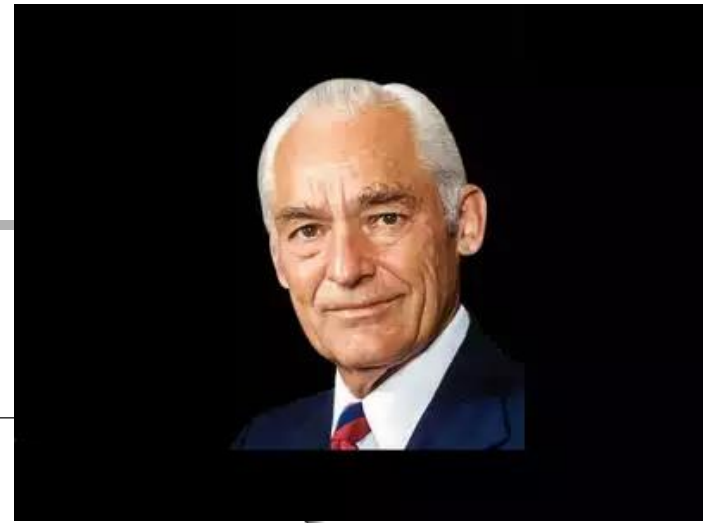
***Simon Sinek***

# Employee Engagement is GOOD for Business

If workers feel like they belong, companies reap substantial bottom-line benefits. High belonging was linked to a whopping **56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days**. For a 10,000 person company, this would result in **annual savings of more than \$52M**.



**Harvard  
Business  
Review**



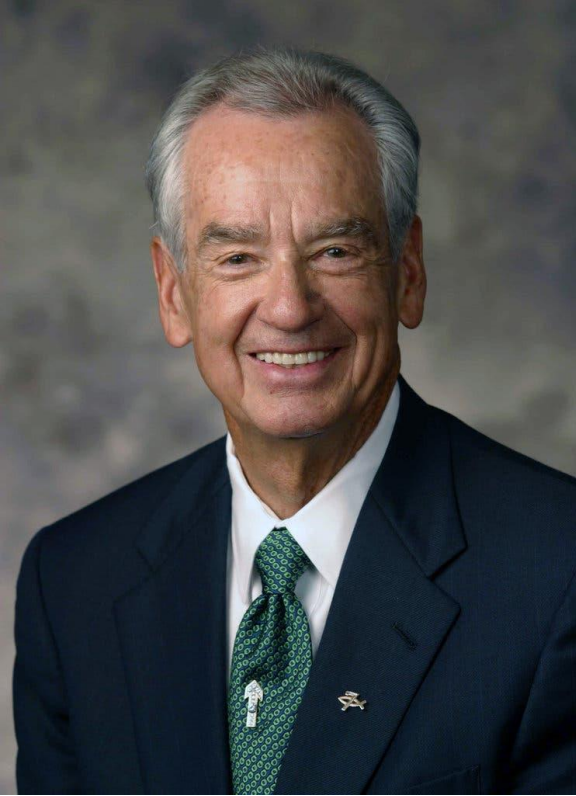
“Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere **words of praise**. They’re absolutely free and worth a fortune.”

***Sam Walton, Walmart***

# Organizational Performance

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- **Organizational performance focuses on three key areas:**
  - Financial performance
  - Product performance (e.g., market share)
  - Shareholder return
  
- **Companies that have implemented employee engagement initiatives typically see improvements in all three areas.**



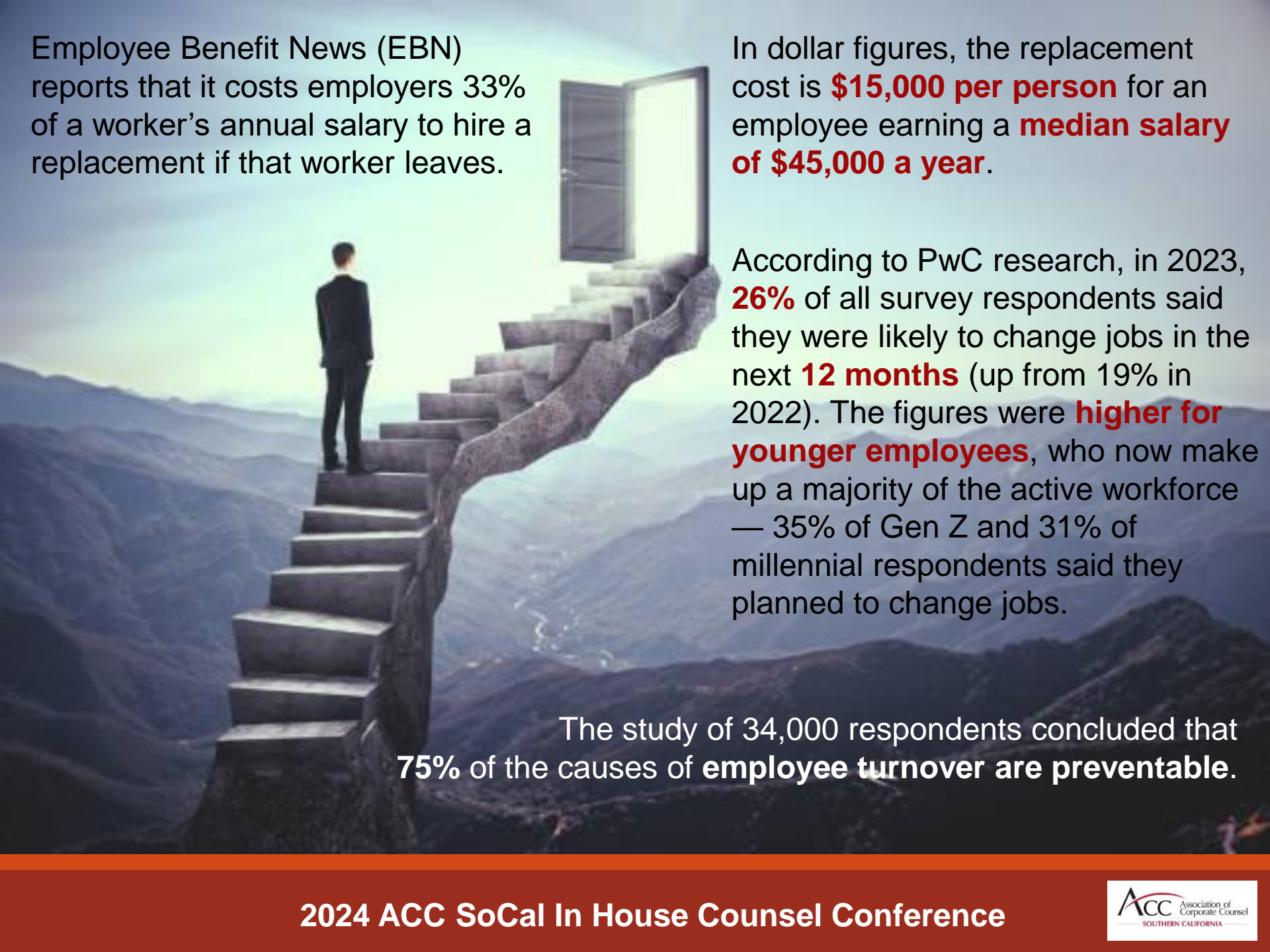
“Research indicates that workers have three prime needs: interesting work, **recognition for doing a good job**, and being let in on things that are going on in the company.”

***Zig Ziglar***

“87% of organizations say that employee engagement is one of their top challenges, and it’s because there are tangible benefits of employee engagement.”







Employee Benefit News (EBN) reports that it costs employers 33% of a worker's annual salary to hire a replacement if that worker leaves.

In dollar figures, the replacement cost is **\$15,000 per person** for an employee earning a **median salary of \$45,000 a year**.

According to PwC research, in 2023, **26%** of all survey respondents said they were likely to change jobs in the next **12 months** (up from 19% in 2022). The figures were **higher for younger employees**, who now make up a majority of the active workforce — 35% of Gen Z and 31% of millennial respondents said they planned to change jobs.

The study of 34,000 respondents concluded that **75%** of the causes of **employee turnover are preventable**.

# Law Firm Data

In total, it can cost law firms approximately **\$32,990,960** to replace 320 employees who may have been valuable to the firm.

When 240 professional staff leave a law firm, replacing them cost the firm approximately **\$990,960**.

When 80 associates leave a law firm, replacing them cost the firm approximately **\$32,000,000**.

According to the *2023 Am Law Report*, the largest 100 law firms in the US earned **\$131 billion in total revenue in 2022**. Revenue loss due to turnover may have been avoided with focus on ***The Business of Employee Engagement!***



“Employees who believe that management is concerned about them as a whole person – not just as an employee – are more productive, more satisfied, more fulfilled. **Satisfied employees mean satisfied customers, which leads to profitability.**”

*Anne Mulcahy, former CEO of Xerox*

**To create such an emotional connection, a company has to treat its employees as its first customer.** Employee engagement can make the difference between success and failure, as disengaged employees are estimated to cost the U.S. economy billions in lost productivity, accidents, theft and turnover. In contrast, organizations with highly engaged employees had an **average 3-year revenue growth 2.3 times greater** than those whose employees showed average engagement.

***CJ Follini, NOYACK***



# Motivation

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- **What motivates YOU to continue to be engaged at work?**
- **What motivates OTHERS who are not in your position?**
- **Have you asked others what motivates them?**
- **How can you lead by example?**

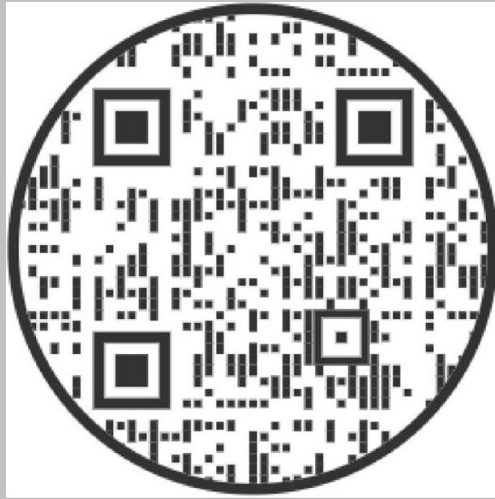
# How can organizations engage employees?

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- According to Zippia, 37% of employees said recognition is the best way to improve their engagement
- Clear career progression plan and achievement milestones
- Ensure managers provide constructive feedback, solicit feedback, and listen to employees' needs and aspirations
- Create work environments that treat employees like they are adults and give them freedom to work in the way that's best for them
- Offer learning and development opportunities, and create experiences that foster growth on a professional and personal level.
  - SHRM research found that 76% of employees said they were more likely to stay with an employer that offered ongoing training.
  - PwC found that 93% of CEOs who introduced upskilling programs saw an increase in productivity and improvements in talent acquisition and retention, as well as a more resilient workforce.
- Use exit interviews to gather information about why people are leaving...then address the issues!

# Time to Go to Work!

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# Exercise

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- **Who is on your team? Complete The Winning Team handout.**
- **Write the contents for one (1) thank you card.**
- **Draft a Friday Motivational email message.**
- **Schedule “check-in” appointments with three (3) team members.**
- **Submit one employee recognition award nomination with specific examples for why you are nominating the team member for the award.**



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“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

***Jack Welch, former CEO of GE***

# Need Help?

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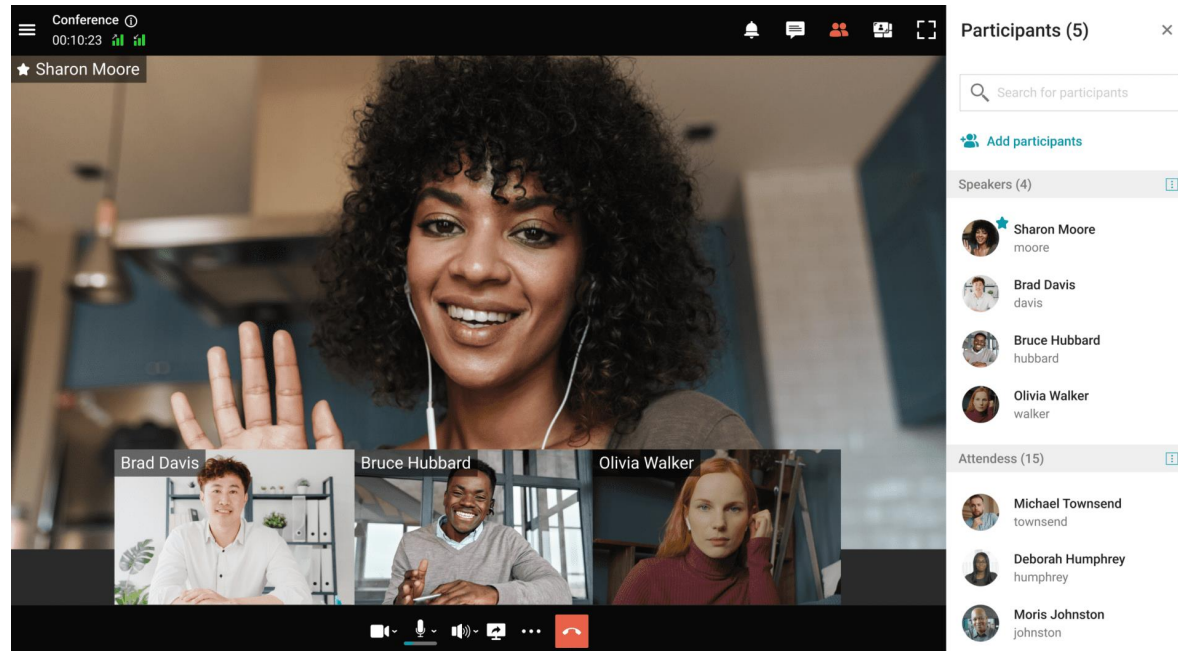
Are you looking for a team building and communications professional development session? We have one just for you!

## Building Team Effectiveness Workshop (DISC)



**Marcia Stokes, Ph.D.**  
DISC Behavioral Analyst

# The Business of Employee Engagement



**Anthony L. Martin**  
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