



# Beyond Engagement: Employee Work Passion & Purpose

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## The Three Types of Employees

**1 ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

**2 NOT-ENGAGED** employees are "checked out." They're sleeping through their workday, putting time -- or passion -- into their work.

**3 ACTIVELY DISENGAGED** employees are not just unhappy at work; they're undermining what their engaged employees accomplish.

### CREATIVITY ON THE JOB

Engaged employees are likely to be a company's best source of new ideas: 59% of engaged employees strongly agreed that their current job "brings out [their] most creative ideas"; only 3% of actively disengaged employees strongly agreed.

PERCENTAGE OF EMPLOYEES WHO STRONGLY AGREED:  
"MY CURRENT JOB BRINGS OUT MY MOST CREATIVE IDEAS"

59%

17%

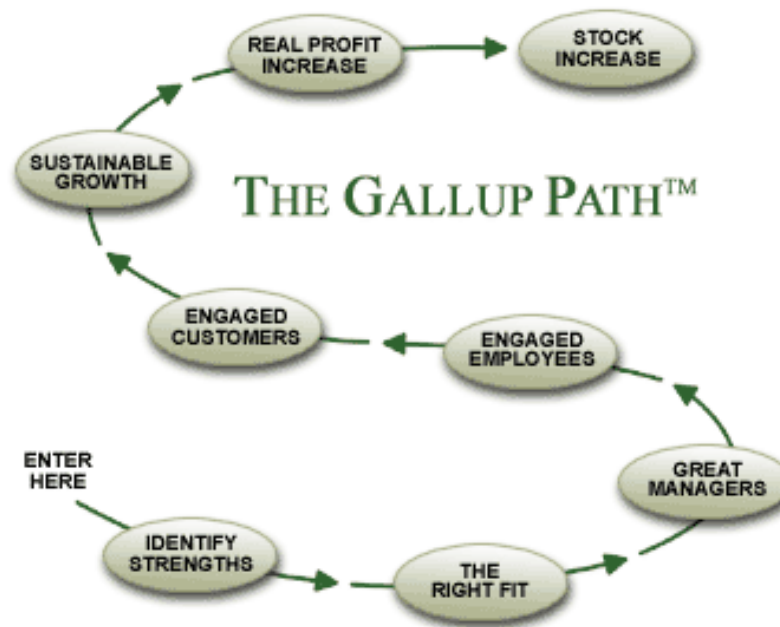
Not Engaged

3%

Actively Disengaged

EMPLOYEE ENGAGEMENT LEVEL

Graphic by Tommy McCall



# Agenda

- The Leadership-Profit-Chain
- The Employee Work Passion Model
- Five reasonable employee intentions
- Twelve factors that contribute to employee work passion
- Four critical implications that lead to Optimal Motivation

## The Leadership-Profit Chain



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# Strategic Leadership

Actions which are concerned with the performance and evolution of the organization as a whole, including its changing aims and capabilities

# Operational Leadership

Those actions that provide the day-to-day interpretation of strategic mandates or policies which enable departments and employees to understand how they specifically contribute to organizational success...

# Employee Work Passion

...an individual's persistent, emotionally positive, meaning-based, state of well-being, ...

stemming from continuous, reoccurring cognitive and affective appraisals of various job and organizational situations, ...

which results in consistent, constructive, work intentions and behaviors.

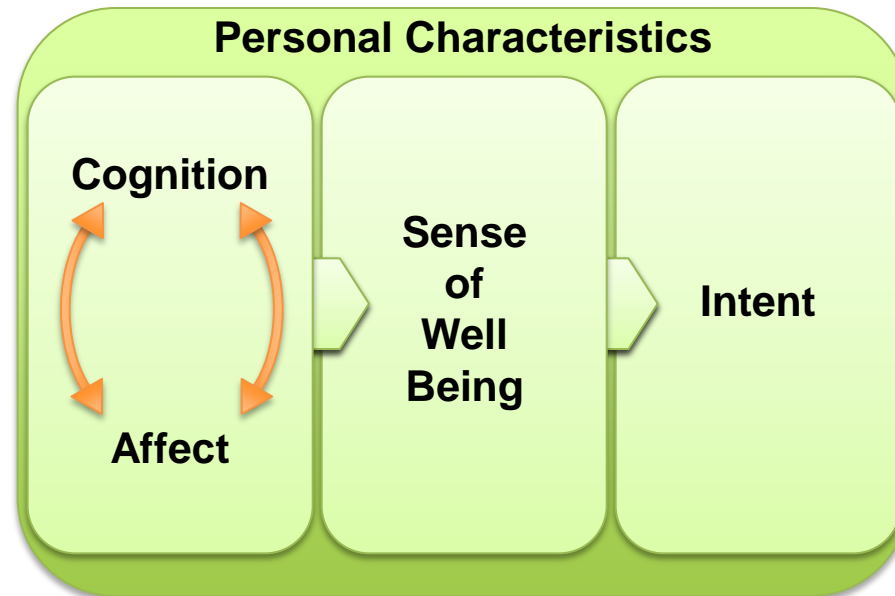


## Question:

- When were you most passionate about your work?
- What was the situation?
- What were the characteristics of this time that made it so good?

# Employee Work Passion Model

## INDIVIDUAL APPRAISAL

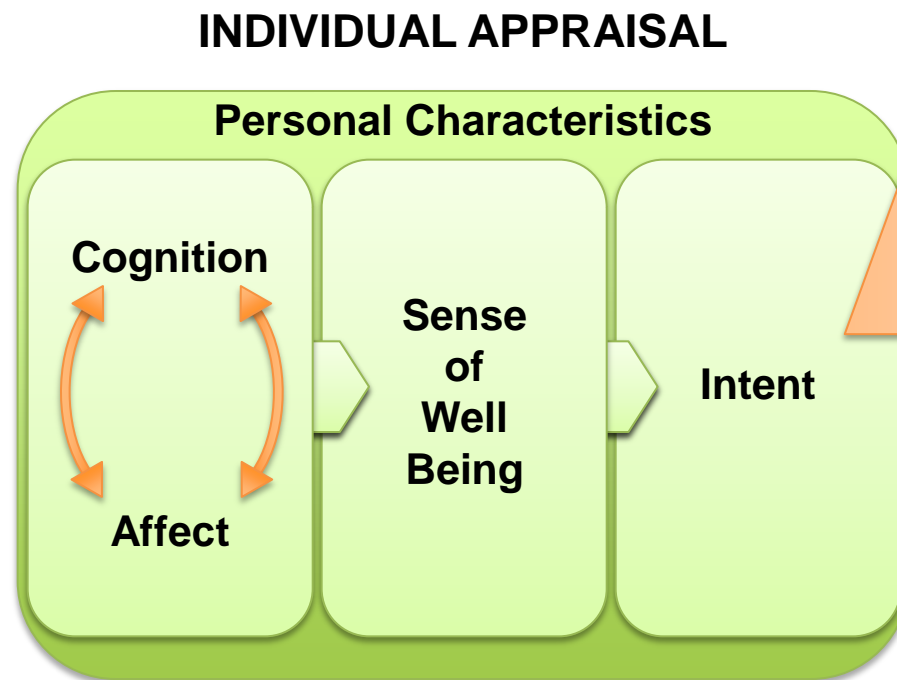


# Five Intentions

(Demonstrated by Someone Who is Passionate About Their Work)

1. Intent to perform at an above-average level
2. Intent to use discretionary effort on behalf of the organization
3. Intent to remain with the organization
4. The intent to endorse the organization and its leadership
5. The intent to be an organizational citizen

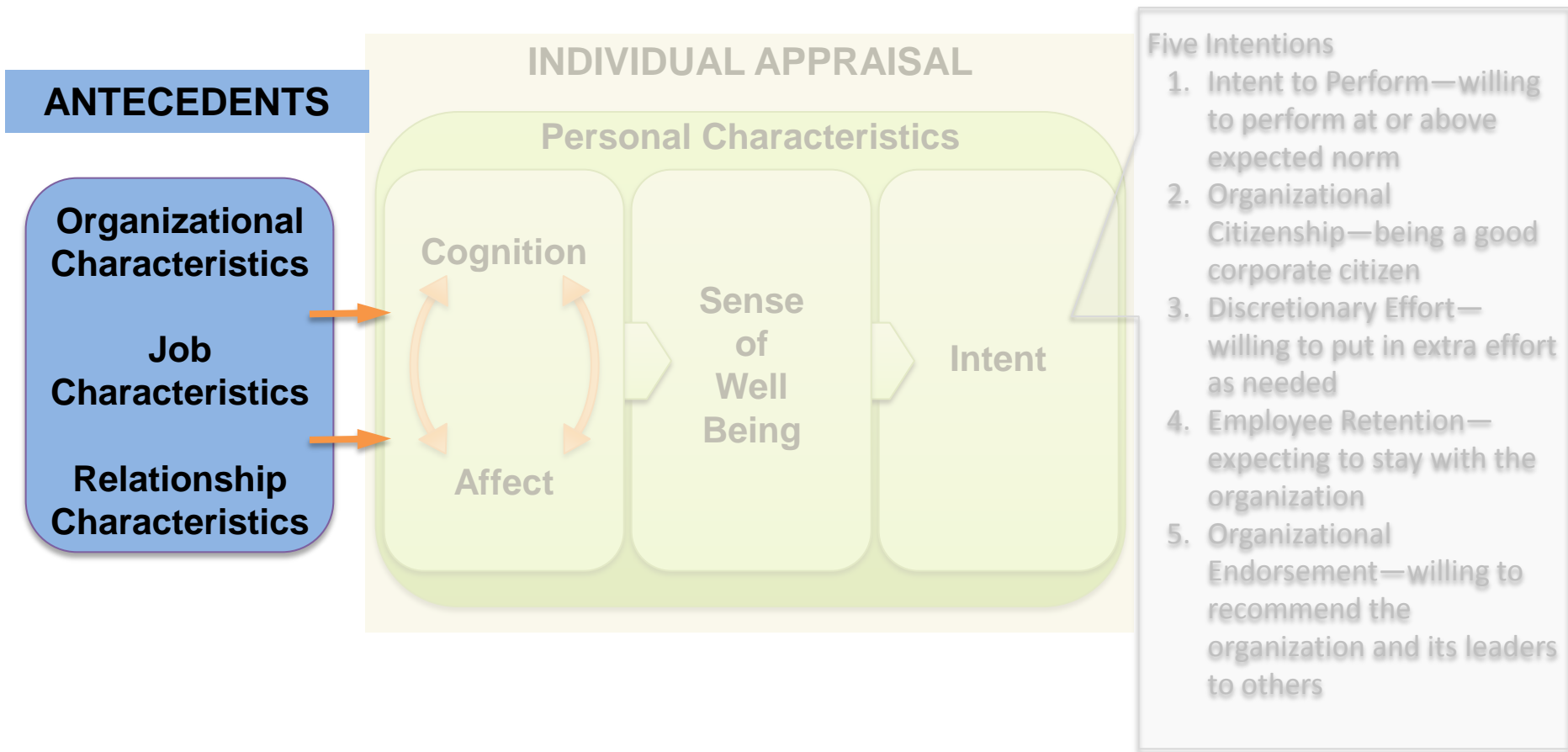
# Employee Work Passion Model



## Five Intentions

1. **Intent to Perform**—willing to perform at or above expected norm
2. **Organizational Citizenship**—being a good corporate citizen
3. **Discretionary Effort**—willing to put in extra effort as needed
4. **Employee Retention**—expecting to stay with the organization
5. **Organizational Endorsement**—willing to recommend the organization and its leaders to others

# Employee Work Passion Model



# Question:

- What organizational factors might stimulate employee work passion
- What job factors might stimulate employee work passion

# 12 Factors most frequently found

(to influence employee work passion)

- Meaningful work
- Job autonomy
- Feedback
- Task variety
- Workload balance
- Collaboration
- Distributive fairness
- Procedural fairness
- Growth
- Performance expectations
- Connectedness with colleagues
- Connectedness with leader

# 12 Factors most frequently found

(to influence employee work passion)

## Job Characteristics

- Meaningful Work
- Task Variety
- Workload Balance
- Autonomy
- Feedback

## Organizational Characteristics

- Growth
- Procedural Justice
- Distributive Justice
- Collaboration
- Performance Expectations

## Relationship Characteristics

- Connectedness to Colleagues
- Connectedness to Leader

# Employee Work Passion Model

## ANTECEDENTS

### Organizational Characteristics

### Job Characteristics

### Relationship Characteristics

#### Organizational Characteristics

- Growth
- Procedural Justice
- Distributive Justice
- Collaboration
- Performance Expectations

#### Job Characteristics

- Meaningful Work
- Task Variety
- Workload Balance
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#### Relationship Characteristics

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## PERCEIVED ORGANIZATIONAL CHARACTERISTICS

### Organizational Characteristics

### Intent

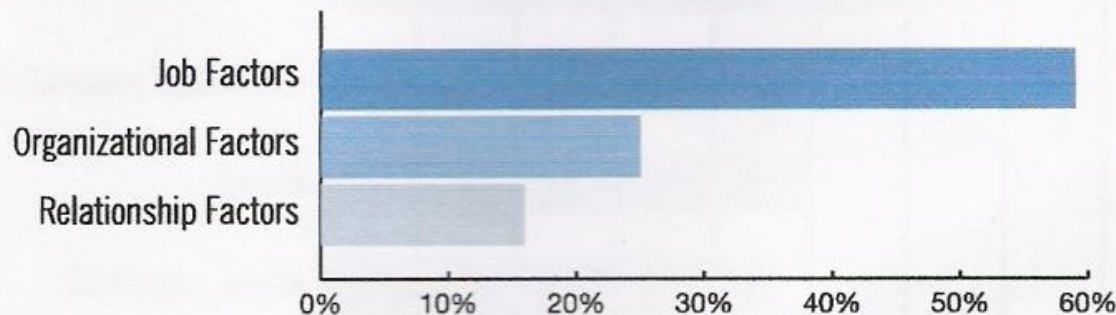
#### Five Intentions

1. Intent to Perform—willing to perform at or above expected norm
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# Most Influential

(in regards to your intention to stay in your Job)

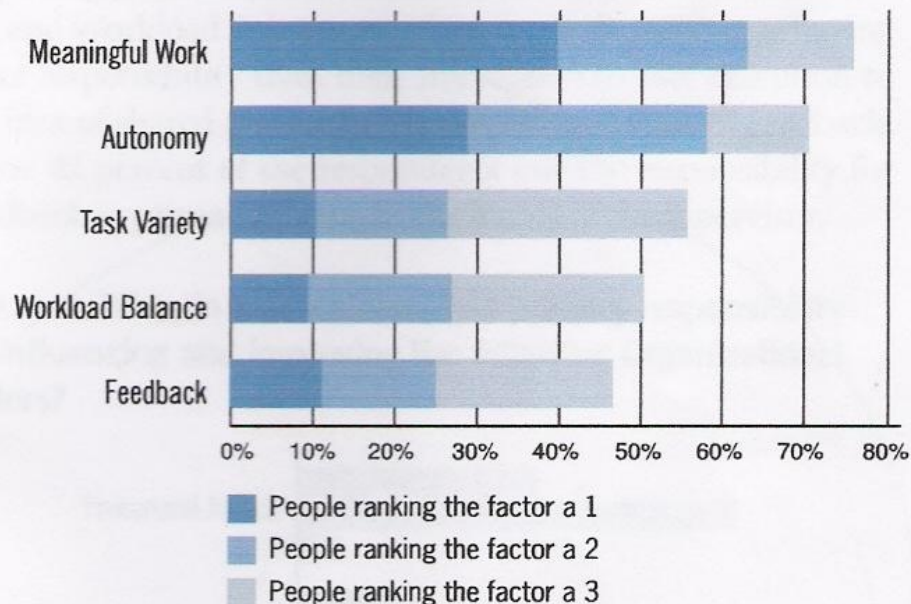
**CHART 1:** As you reflect on your work experience in your organization, which factor is most influential in regard to your intention to stay in your job?



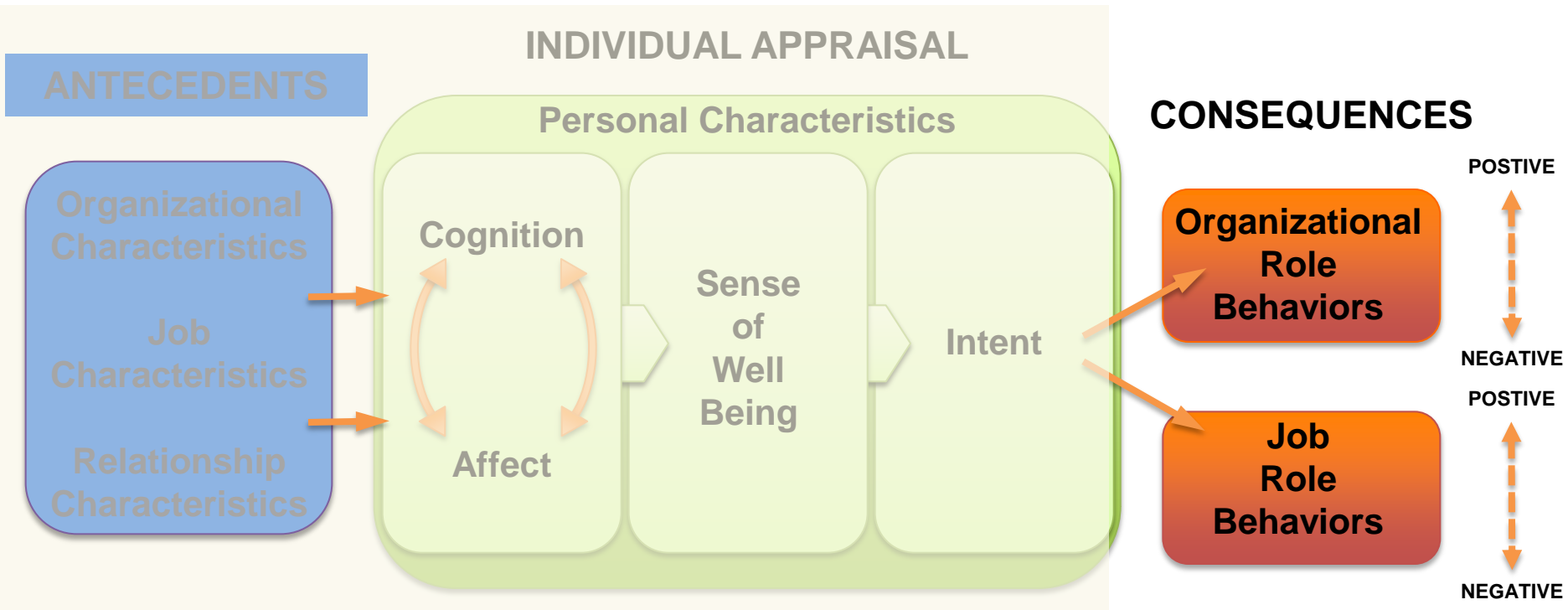
# Most Important

(in regards to your intention to stay in the Organization)

**CHART 2:** As you reflect on the Job factors mentioned below, please rank order them from 1 to 5, 1 being most important, 5 being less important. (Chart shows the percentage of people ranking the factor a 1, 2, or 3.)



# Employee Work Passion Model



# Example:

## Why People Leave their Organization ?

Research shows that the number one reason employees leave their organization is because they perceive that distributive and/or procedural fairness are not present for themselves and others

# Four Critical Implications

1. Declared and supported initiatives to take care of employees and customers!
2. Connect operational and strategic leaders—best results when on the same page
3. Consider ways to honor “feelings” in the workplace
4. New thinking required about motivation—no more carrot & stick

## Quiz :

- Name the 5 critical Elements of the  
„Leadership-Profit –Chain“ ?
- Name the 3 Groups of the 12 Factors ?
- Give the Scientific explanation of the  
“Employee Work Passion” ?

# THANK YOU !

If you wish to receive further Information,  
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