

# The Critical Importance of Connectedness for Talent Retention

---

*with Dr. Paul White*

Sponsored by Terryberry

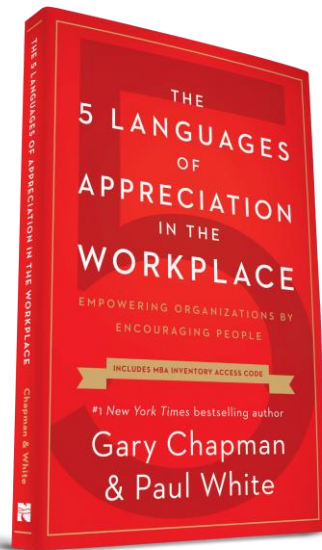
April 14, 2022

Copyright 2022 by Paul White, Ph.D.



# Ask questions...Win!

If we address your question live, you'll receive a complimentary copy of *The 5 Languages of Appreciation in the Workplace*, by Dr. Paul White.

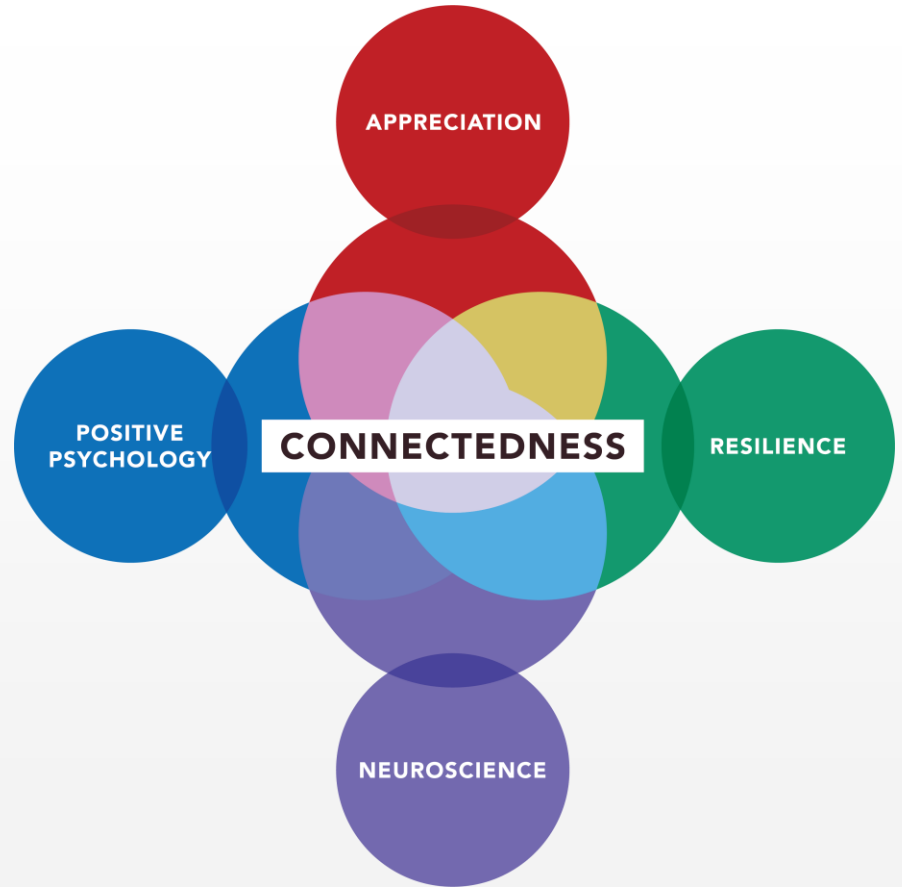


Q & A will take place at the end of the webcast, but you can submit questions anytime.

# Connectedness

---

What the research on positive psychology, resilience, neuroscience, and appreciation shows



# Logistics

---

## **You will be able to obtain:**

- the handout version of the slide deck
- a copy of the *NY Times* full-page feature article on our work
- access to the *Training* magazine article on connectedness
- a sample report of the *Motivating By Appreciation Inventory*

**Email [yesdrpaul@gmail.com](mailto:yesdrpaul@gmail.com) with “Terryberry” in the subject line**

# Goals for Today

---

1. Gain a more accurate understanding of the **Great Migration**
2. Learn the importance of **Connectedness** among employees
3. Review the foundation for the **Positive psychology** movement
4. Identify the core factors which contribute to **Resilience**
5. Be introduced to recent relevant findings in **Neuroscience**
6. Discover how appreciation develops **Connectedness**
7. Access practical resources to increase **Connectedness** among employees



# **The Great Resignation / Migration**

---

# TEFLON (non-stick) Employees

---

- Minimal engagement
- Low commitment
- Highly effected by circumstances
- Extremely influenced by others + the media
- Loyalty to others is not a high value







# “Sticky” Employees

---

- Not constantly looking for another job
- Willing to “stick with it” through difficult seasons
- Positive, hopeful attitude
- Feel a positive connection to colleagues



# **The Great Resignation / Migration: What's the “Why”?**



# The “Why’s” Behind the Great Resignation / Migration

---

- Reassessment of values and lifestyle
- Excuse to make a change have been thinking about previously
- New opportunities due to remote & working from home options
- More money?

Most managers (89%) think employees  
leave for more money.

**Only 12%**

of employees say they leave  
for money.



# The “Why’s” Behind the Great Resignation / Migration

---

- Reassessment of values and lifestyle
- Excuse to make a change have been thinking about
- New opportunities due to remote & working from home options
- ~~More money?~~
- Workplace culture

# The “Why’s” Behind the Great Resignation / Migration

---

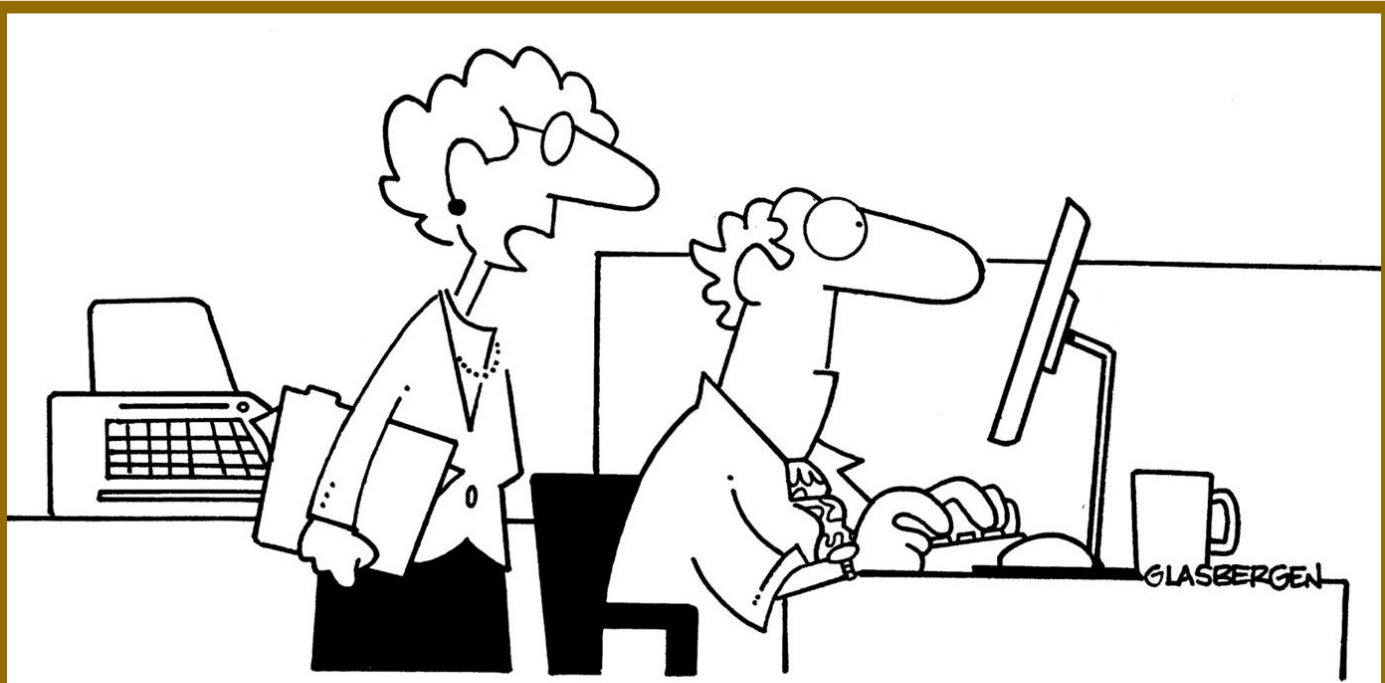
## Workplace Culture

- 63% of employees with bad managers are thinking of leaving within next 12 months
- 59% of employees are neutral or disagree with the statement, “My organization is effective at helping employees feel seen and appreciated at work.”

A recent study\* by MIT found  
**company culture** was

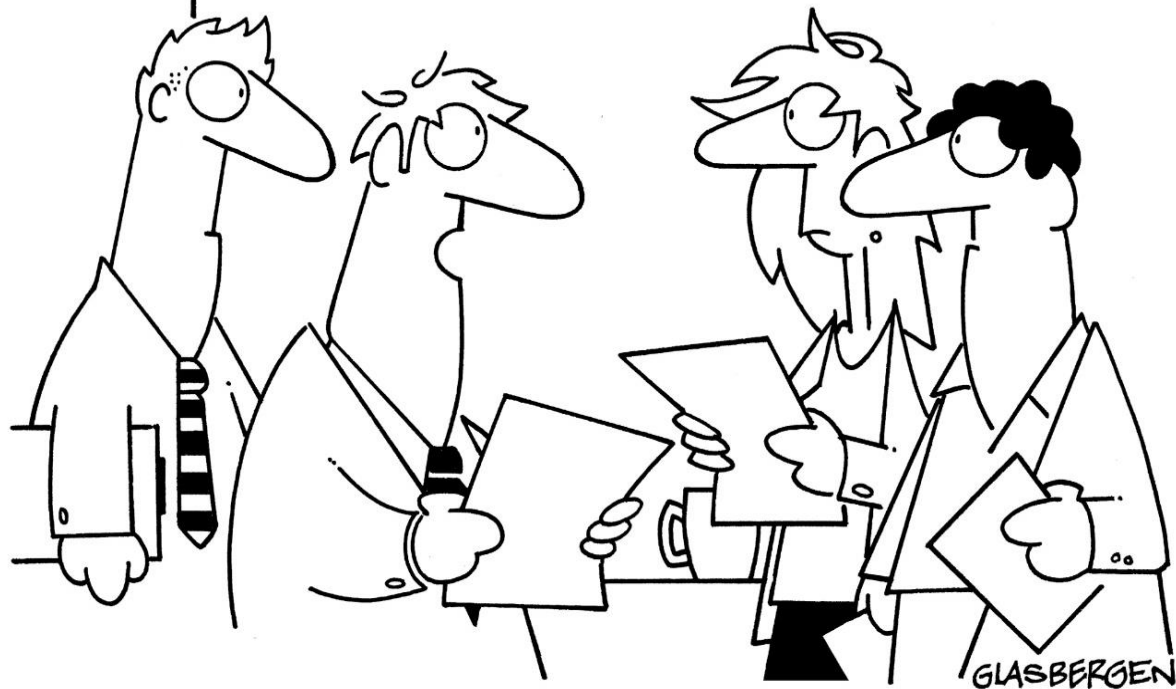
**10.4x**

more likely to predict  
employee attrition than  
compensation



**“I’ve seen the error of my ways and I’ve decided to start being more respectful to my coworkers. Hey, bozo, I’m talking to you!”**





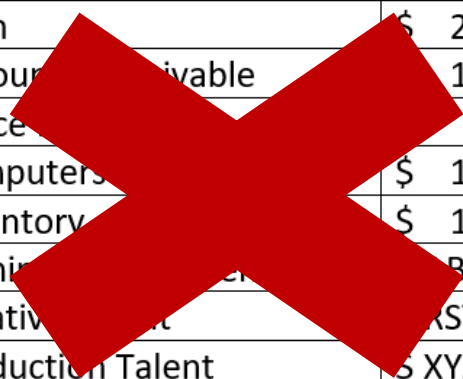
**“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”**

# A Word About Terms:

## ~~Talent Retention~~

---

### Assets



Cash	\$ 25,000
Accounts Receivable	15,000
Office	5,000
Computers	\$ 10,000
Inventory	\$ 15,000
Administrative	BE,000
Creative	ST,000
Production Talent	\$ XYZ,000

### Talent Retention

- 
- Defines people
  - Describes individuals
  - Treats talent as a commodity

# A Word About Terms: **Employee** Retention

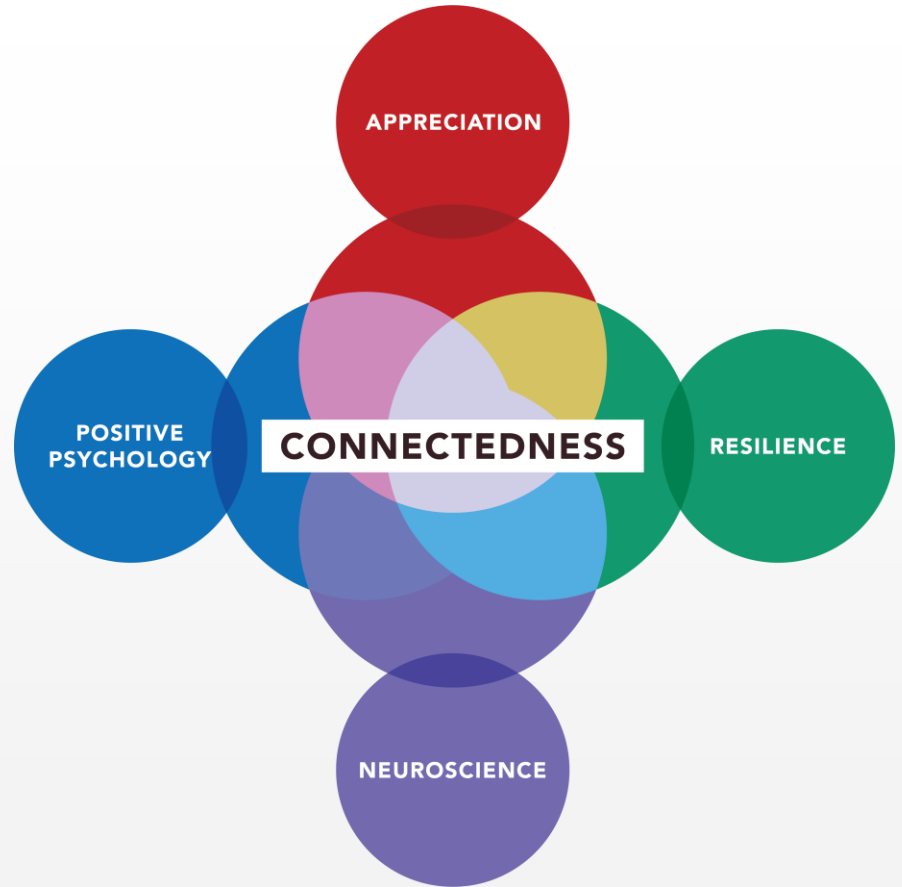
---



# Connectedness

---

The amazing convergence of four distinct areas of social science result in increased connectedness



# Connectedness

---

How to build connectedness  
with others



# The Importance of **Connectedness**

- **77%** of employees report they want to work for a company where they **feel connected to the purpose & the people**
- **58%** of employees report they would consider **leaving their job if they didn't feel connected.** (65% for 25-30 y.o.s)



# The Importance of **Connectedness**

- **84%** of HR professionals agree that **hybrid or remote work requires a change** in how to facilitate employee connection
- Only **38%** of employees agree that their organization is effective at helping them build **authentic relationships** with coworkers and managers.





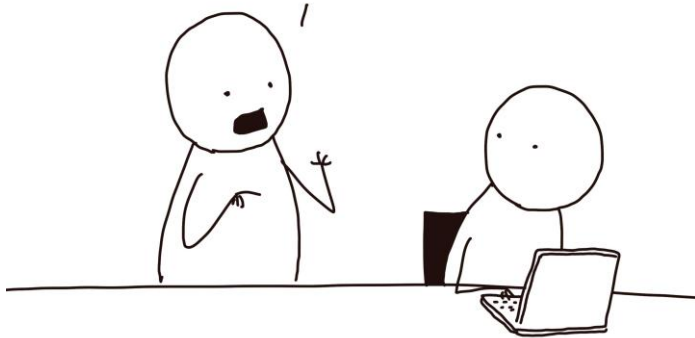
The slide features a white background with decorative elements: a large blue circle in the top-left corner, a smaller yellow circle below it, and another large blue circle in the top-right corner. A horizontal yellow line is positioned below the title.

# **Barriers to **Connectedness****

- Remote work settings
- Rotating teams / Short work assignments
- Busyness
- Organizational culture and values

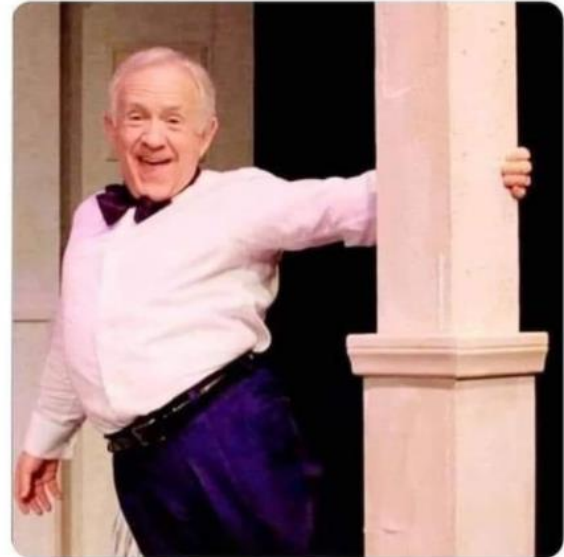
# What **Connectedness** *Isn't*

OH, I SEE YOU'RE BUSY,  
SO I'LL KEEP TALKING.



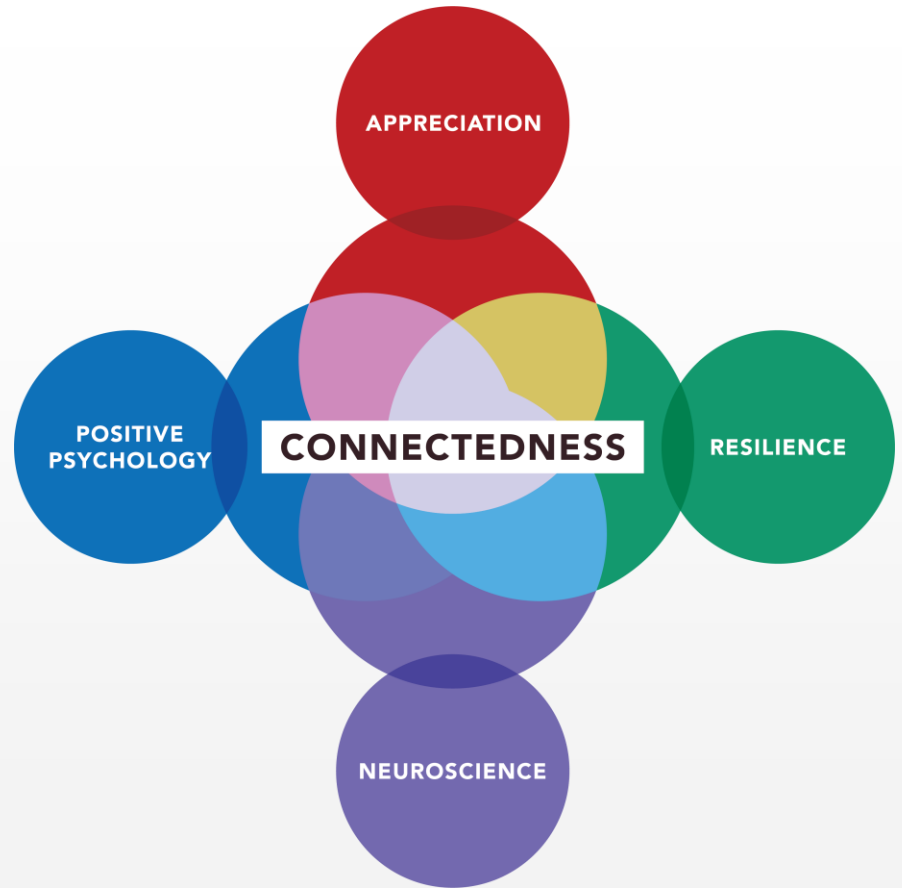
STEINERDRAWSCARTOONS  
CartoonStock.com

Me on my way to annoy my  
coworkers instead of being  
productive:



# Four Themes Leading to **Connectedness**

---



A photograph of a young woman with long dark hair, smiling broadly, sitting in what appears to be a classroom or lecture hall. Other people are blurred in the background. The entire image is covered with a semi-transparent blue filter.

# **Positive Psychology**

---

# How Did We Get Here?

---

## The Four Waves of Psychology

- **The First Wave: The Disease Model (Freud)**
  - Focused on pathology
  - Forgot about improving normal lives
- **The Second Wave: Behaviorism (Skinner, Watson, Pavlov)**
  - Behavior was a function of reward, reinforcement and punishment
- **The Third Wave: Humanistic Psychology (Maslow, Carl Rogers)**
  - Holistic approach, Self-actualization, Philosophical
- **The Fourth Wave: Positive Psychology**
- **The Fifth Wave: Neuroscience**



# Where Positive Psychology Has Led Us

---

- Positive, Growth Orientation
- Focus on Authenticity, Strength Development, Making Life Better
- **Core Concepts:** Flow, Strengths, Gratitude, Appreciation, Optimism
- **Key Leaders:**

Martin Seligman, Albert Bandura, Donald Clifton,  
Carol Dweck, Brene' Brown

# Resilience

---





# Resilience: Definition

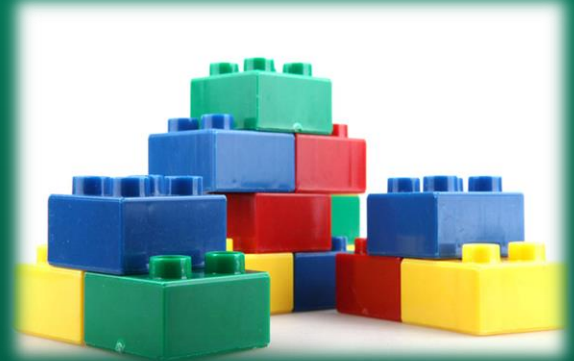
---

- *Etymology*: Resilience comes from the Latin term resilio “back from a jump, bounce”.
- The American Psychological Association defines **resilience** as “the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress”

# Resilience: Examples

---

- Individuals: Nelson Mandela
- Community: Gulf Coast (USA)
- Company / Organization: Lego's



# Resilience: Research

---

## Helpful Characteristics to Develop Resiliency

- Loving, emotionally responsive home environment as a child
- Ability to manage your emotional responses
- A realistic and positive sense of self-efficacy (“I can do this”)
- Active problem-solving
- Participating within a community

# **Resilience: Research (cont.)**

---

## **Not Helpful (undermine a person's resilience)**

- Rejection
- Loneliness
- Anger & Irritability (from long-term stress)
- Overuse of Alcohol & Drugs
- Excessive Use of Fantasy & Withdrawal from Responsibility

# **Ways to Increase Resilience**

---

**TIP 1: Maintain a social support network.**

**TIP 2: Keep a third place.**

**TIP 3: Help others.**

**TIP 4: Exercise.**

**TIP 5: Reduce criticism of yourself.**

**TIP 6: Put Resilient Thinking into Practice.**

# Social Support

---



# Types of Social Support

---

- **Size & extent of social network** (Structural social support)
- **Perception that interactions are helpful**  
(Functional social support)
- **Feeling respected and cared for by others**  
(Emotional social support)
- **Goods and services that help solve practical problems**  
(Instrumental / Material social support)
- **Advice and guidance to cope with stressors**  
(Informational social support)





# Neuroscience

---

## *Recent Research: Our Brains Interact with Others*

- Nonverbal – “fast brain” activity
- Empathy increases connectedness through neurocommunication
- High levels of trust among colleagues increases how much people enjoy their work.
- Giving to others increases neurological responses related to joy, peace and harmony for the ***giver***.



# Neuroscience: Smiling and Greeting

---



When we are greeted with eye contact, a smile, and a warm verbal greeting, the neurological response is the same as when people report feeling joy .



# Neuroscience: Face to Face Interaction

---





# **Appreciation**

---

# Appreciation

---

## **Authentic appreciation:**

- Not the same as employee recognition.
- Not just verbal. (Over 50% of employees choose a different way they want to be shown appreciation.)
- Goal is not to make others feel good.
- Goal is to create a healthy, well-functioning organization.
- Not the primary responsibility of managers and supervisors.



# The Results of Appreciation

---

- Positive, cooperative environment
- Team members work together well
- Clients & strategic partners have positive experiences with you
- Decreased conflict
- Increased productivity and higher profitability
- Staff retention increases



# 79%

of employees who quit their jobs cite a **lack of appreciation** as a **key factor** for their leaving





A recent study by MIT found  
**company culture** was

**10.4x**

more likely to predict  
employee attrition  
than compensation

# Research: Remote vs. Onsite Appreciation

---

## Keys to Effectiveness:

- Proactive
- Peers
- Personal



# How to Build **Connectedness** with Others

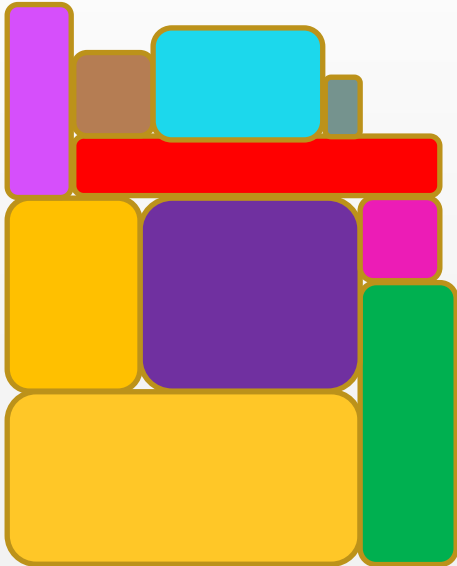
---



# How to Build **Connectedness** with Others

---

## Structured Interactions



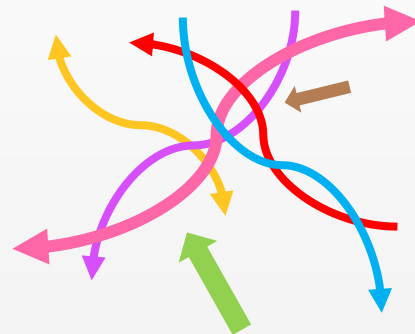
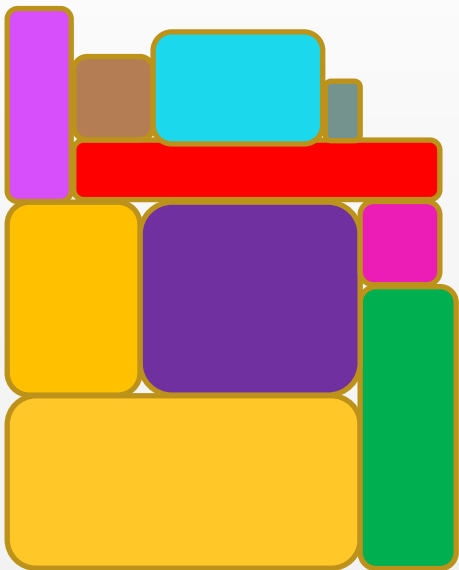
# How to Build **Connectedness** with Others

---

**Structured Interactions**

+

**Spontaneous Experiences**



# Connectedness: Thought Experiment

---

- Think about a colleague (present or past) that you feel (or felt) connected to personally.
- What experiences did you have together that helped build your sense of connection?
- What do you know about them – their likes & dislikes, interests, background, favorite food / drinks / leisure activities?



# How to Build **Connectedness** with Others

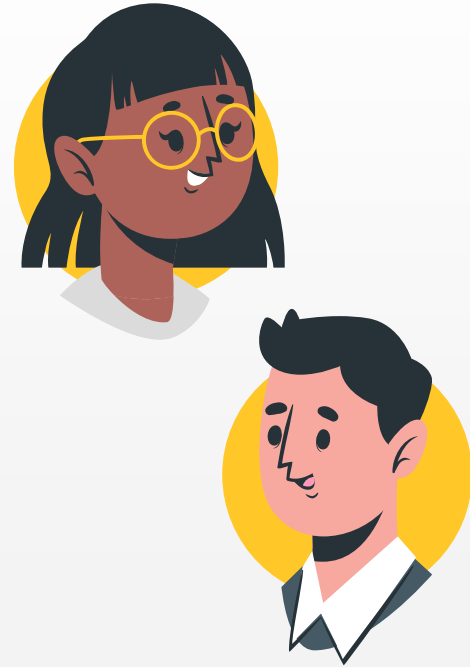
---

- Share some about yourself
- They share some about themselves
- Get to know each others' interests and "likes"
- Eat together
- Find common areas of background and experiences
- Do tasks together
- Help one another out
- Celebrate life successes and experiences
- Live through stressful times together
- See each other in different contexts and settings

# Authentic Appreciation and **Connectedness**

---

- Appreciation is person to person.
- Appreciation & Connectedness occurs among team members at all levels.
- *Appreciation at Work* training provides the structure to begin to build Connectedness.
- *Appreciation at Work* resources help colleagues get to know one another at a personal level.



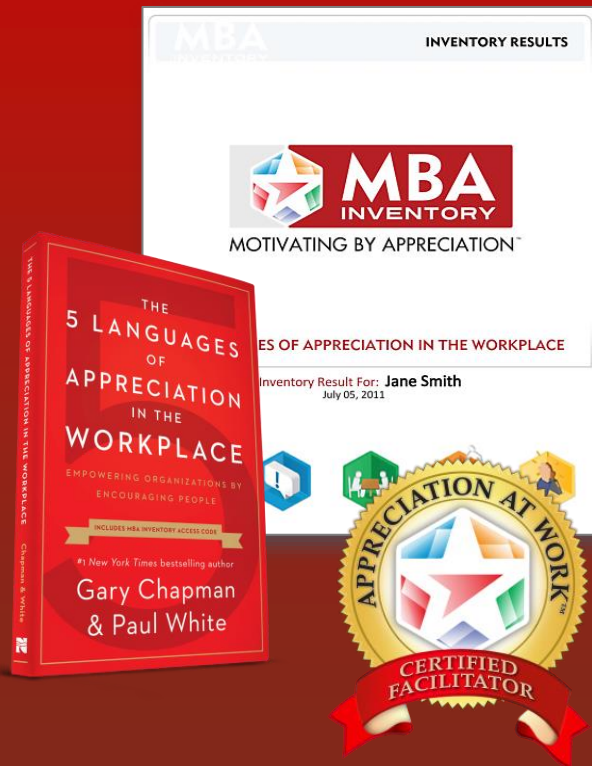


# Available Resources

---

- Books
- Codes for taking the *MBA Inventory*
- Training resources  
(online “train the trainer”)
- Articles, videos, podcasts

[www.appreciationatwork.com](http://www.appreciationatwork.com)



# Reminder:

---

Email [yesdrpaul@gmail.com](mailto:yesdrpaul@gmail.com) with “Terryberry” in the subject line

## You will receive:

- the handout version of the slide deck
- a copy of the *NY Times* feature article on our work
- access to the *Training* magazine article on connectedness
- a sample report of the *Motivating By Appreciation Inventory*

## Conclusion:

---

Research from Positive Psychology, Resilience, Neuroscience, and Appreciation is showing us how to build **connectedness** between our employees and team members. We now have no excuse to let our colleagues continue in a disconnected, lonely state of life.

---

*Let's capture the opportunity!*



# Thank you for joining us!

This program is pre-approved for ONE HRCI Credit  
and ONE SHRM PDC



HRCI Activity/  
Program ID:  
**591818**



SHRM Activity/  
Program ID:  
**22-AKSWV**