



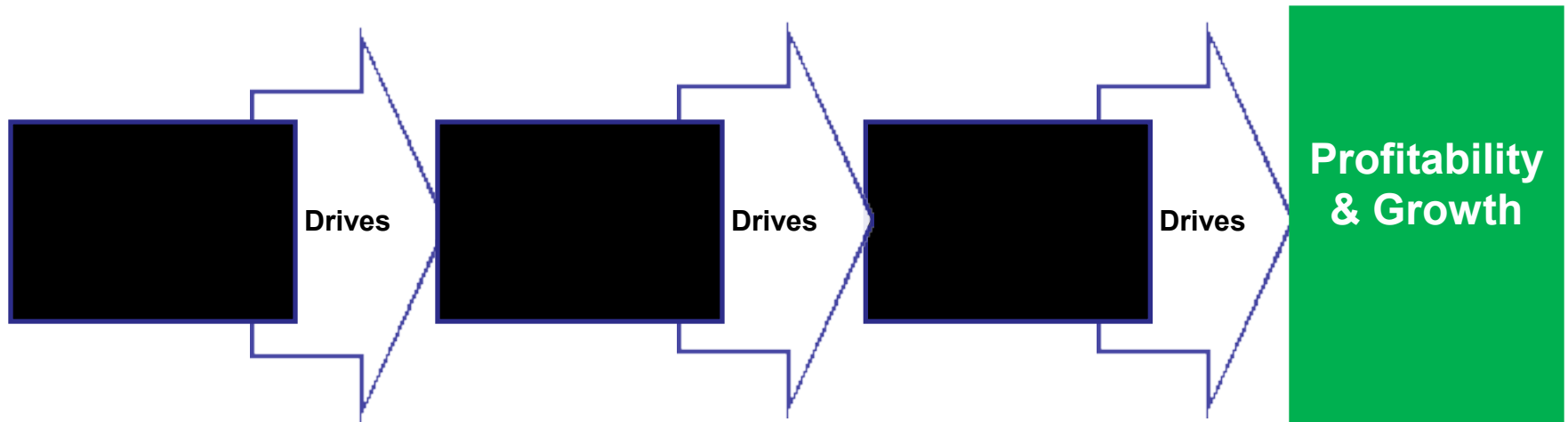
28th  
ANNUAL  
CONVENTION  
1982 - 2010

# Re-engaging Your Employees In Difficult Times

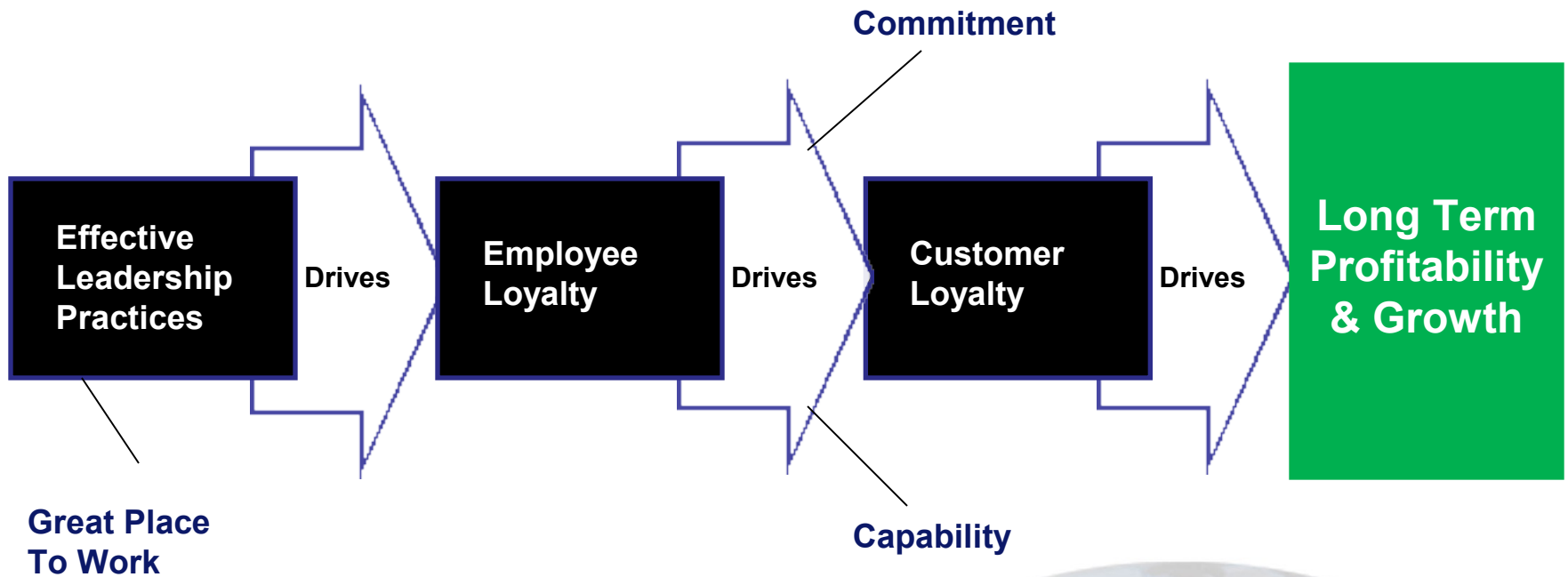
# “Some” Employees Are Not Engaged



# Value Profit Chain.....A Revised Model

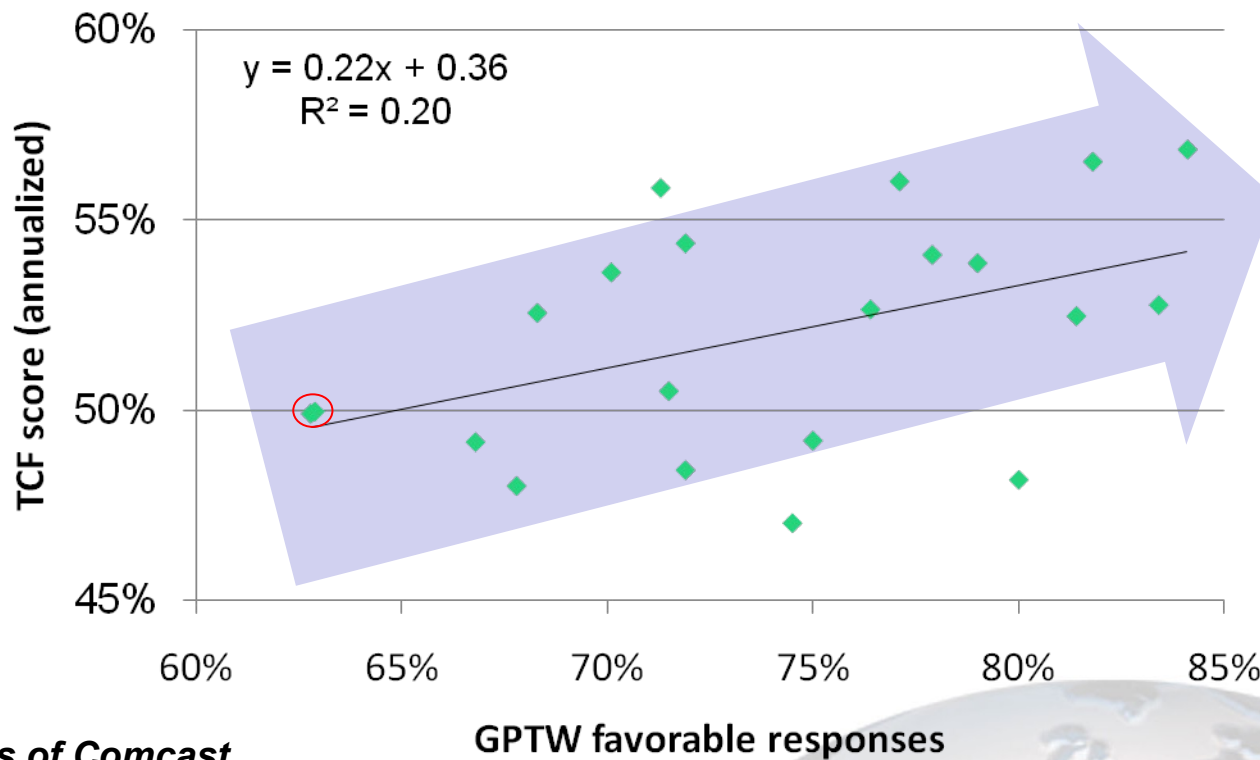


# Value Profit Chain.....A Revised Model



# CredoSpeak analysis demonstrates that being a “Great Place to Work” positively impacts Customer Satisfaction

The more engaged our Regional workforce, the more satisfied their customers.



■ Regions of Comcast

# What Factors Define.....

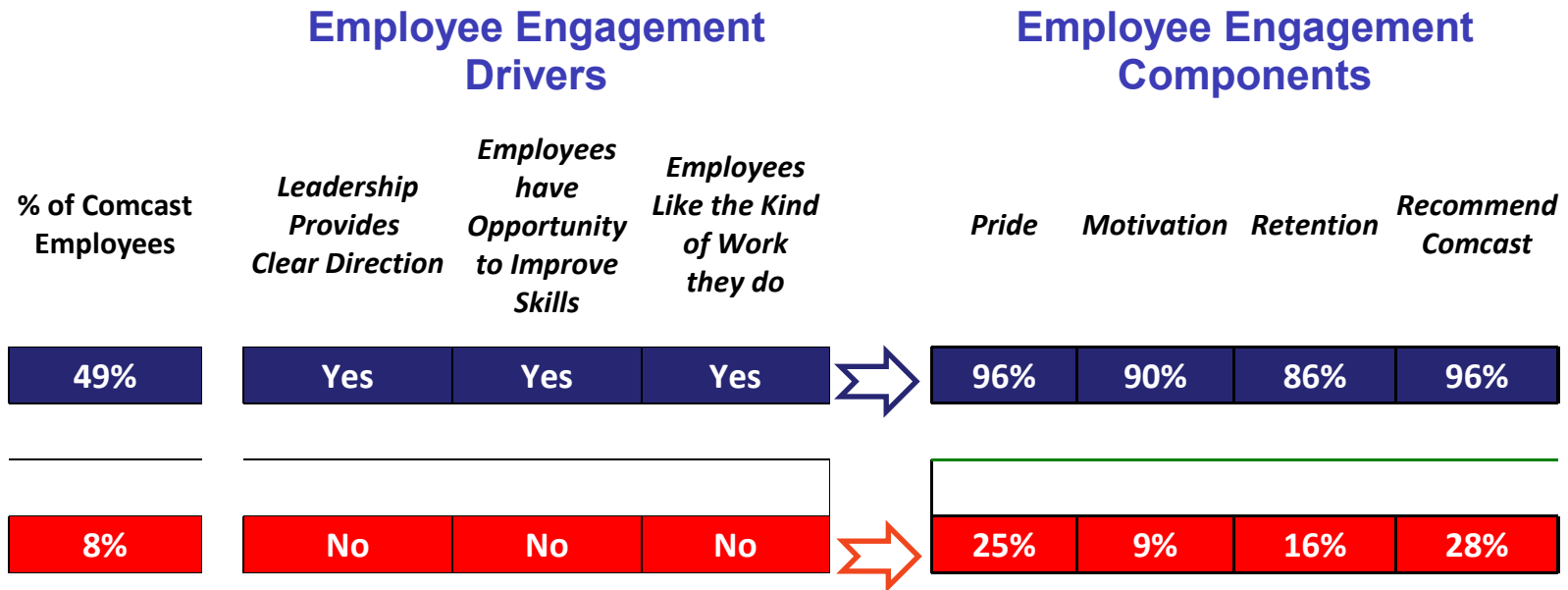
A Great  
Place  
to  
Work?



# What Drives Employee Engagement?

## A combination of factors lead to engaged employees

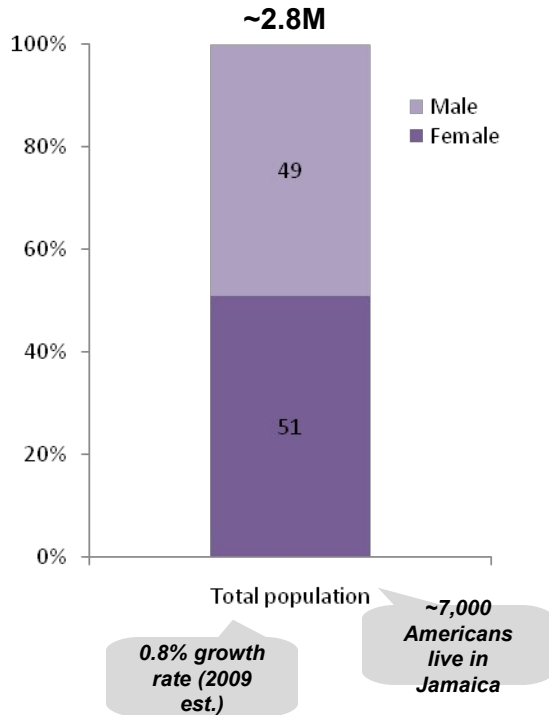
- *About half of Comcast employees are highly engaged; clear direction from leaders has the greatest influence on key engagement components*



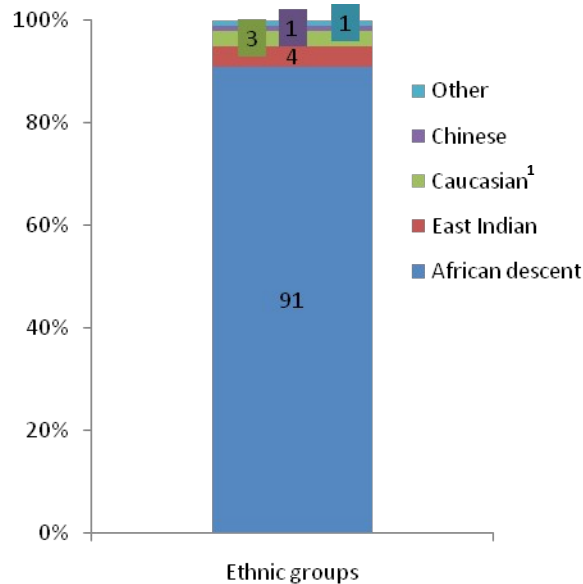
Green = Favorable  
Red = Unfavorable

# Demographics: Out of Many, One People

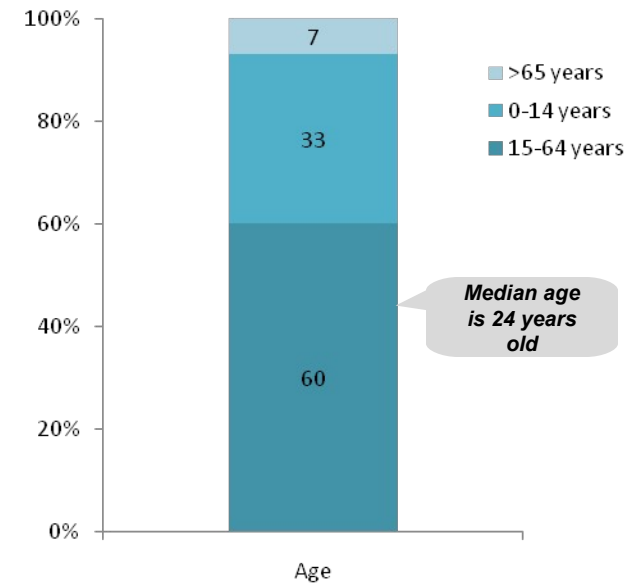
## A growing population...



## ...Mostly of African descent ...



## ...And young



- Life expectancy: 71 years (male), 75 years (female)
- Literacy: 88%
- Post-secondary education enrollment: 18%
- Urbanization: 58%
- Language: English (official), Jamaican Patois (most common)
- Religion: Mostly Protestant (63%), other religious forms include Rastafari and Pocomania



# Economic Overview

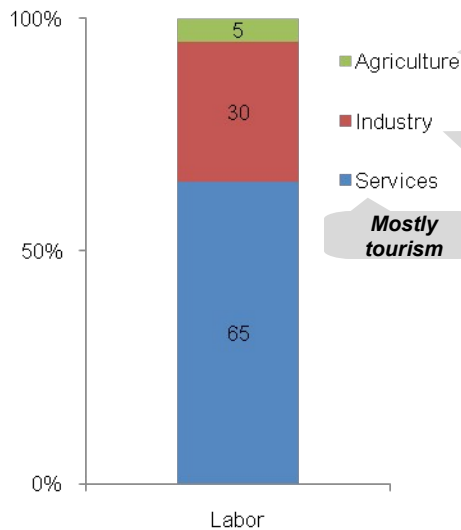
## Economic indicators

vs. \$14.2 trillions for the US

- GDP: \$ 23.4B (purchasing power parity)
- GDP per capita: \$8300
- GDP growth rate: -4%
- Debt-to-GDP ratio: ~130%
- Inflation rate: 8.6%
- Currency exchange rate: US\$1 = J\$90
- Economy heavily dependent on services, mining and remittances

vs. \$46,400 for the US

## GDP composition by sector



Mostly tourism

Sugarcane, bananas, coffee, rum, citrus, yams, milk, goats

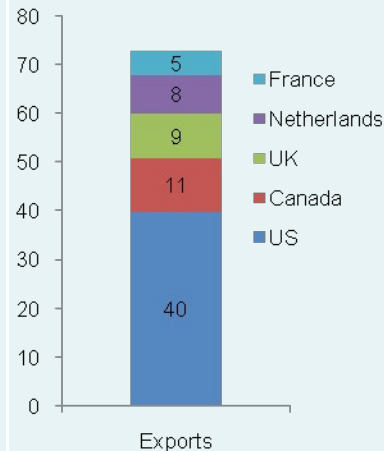
Bauxite/alumina, cement, metal, paper, telco, chemical products

## Imports/Exports

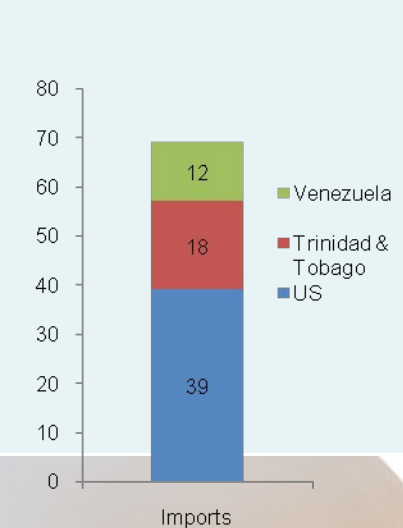
	Exports	Imports
Value	\$1.4 B	\$4.6B
Commodities	Bauxite/alumina, sugar, rum, coffee, yams, beverages, wearing apparel, mineral	Food and other consumer goods, industrial supplies, fuel, parts and accessories of capital goods, machinery, transport equipment, construction materials

## Partners

Share of exports (%)



Share of imports (%)



# Business Environment

## Top 10 Companies in Jamaica

	Company	Sector	Revenues (US \$M)	# employees
1	Grace Kennedy	Food, groceries	760	4,000
2	Sagicor Life Jamaica	Life Insurance	402	~1,300
3	National Commercial Bank Jamaica	Commercial banking	355	2,800
4	Trinidad Cement	Cement manufacturing	342	1,000
5	Jamaica Broilers Group	Food (sausages & prepared food)	325	1,500
6	Desnoes & Geddes	Food product machinery	151	759
7	Carreras	Cigarettes	149	322
8	Seprod	Food, household cleaning products, industrial food products	132	370
9	Carribbean Cement Company	Cement Manufacturing	125	254
10	Hardware and Lumber	Building materials, agricultural products	97	221

## HR challenges / opportunities

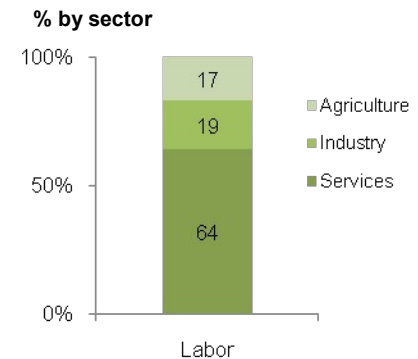
- Access to skilled and educated labor force (e.g. partnering with education system to address curriculum issues)
- Attract and retain talented operations managers, supervisors and employees
- Meet employees' training needs at all levels (management, supervisory, Frontline) (e.g. employee development is among top training need identified in survey of companies operating in the Caribbean)
- Low morale in the workforce

Sources: LexisNexis Academic: Company Dossier, Marketline

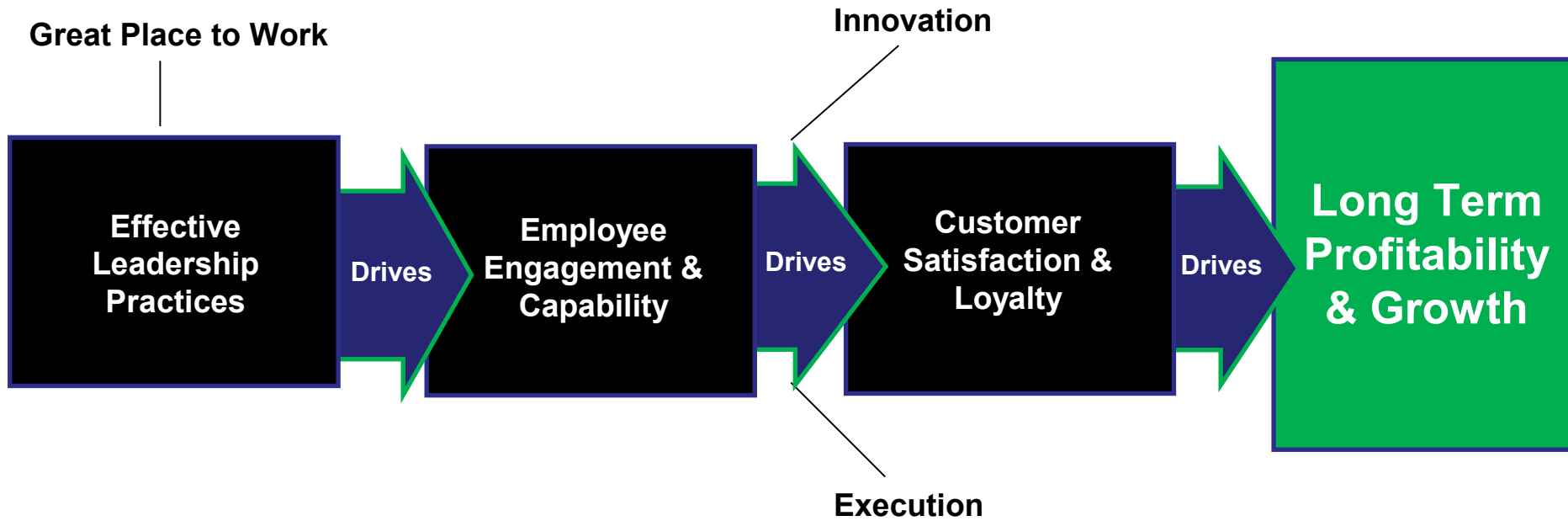
## Workforce

- ~1.3 M labor force
- ~14% unemployment rate
- ~15% population below poverty line

### Labor force by sector



# People Value Profit Chain at Comcast



## Effective Leadership Practices

- 1) Like my job
- 2) Like my boss
- 3) Like my rewards
- 4) Like my company

Engaged employees drive higher levels of business performance and enable the successful execution of business strategies. Multiple studies show that high employee engagement correlates to improved *business performance*.

# There are no “absolute” causal factors in Human Capital determinants

The best we can do is to...

Improve the Odds





**First things first ...**  
***Looking at the business.***



# Three-Perspective Balanced Portfolio

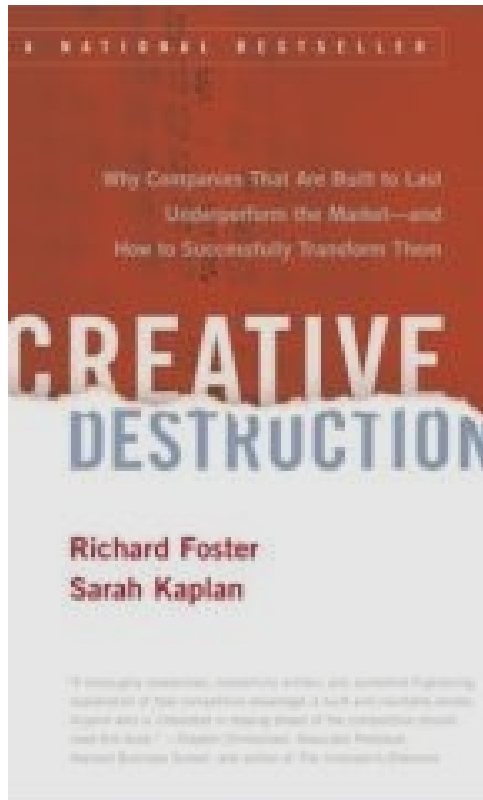
Shareholder Value



Customer Value

Employee Value

# The Realism Factor



- ❑ **Forbes 100 – began in 1917;**
- ❑ **In 1987 -- Where are they now?**
  - **61 no longer existed**
  - **21 no longer among top 100**



# Changes in Business

- Globalization
- Technology
- Challenges for Growth
- People demographics: inside and outside
- Difficult Economy



*“Not getting easier”*



# Performance: Three Components

- **Purpose**: Why are you doing this? What problem are you trying to solve or what solution to provide?
- **Measures**: What are critical measures? What's just noise?
- **Relational Value**: How do the dots connect to something meaningful?



# Performance Analytics Barriers: Structure

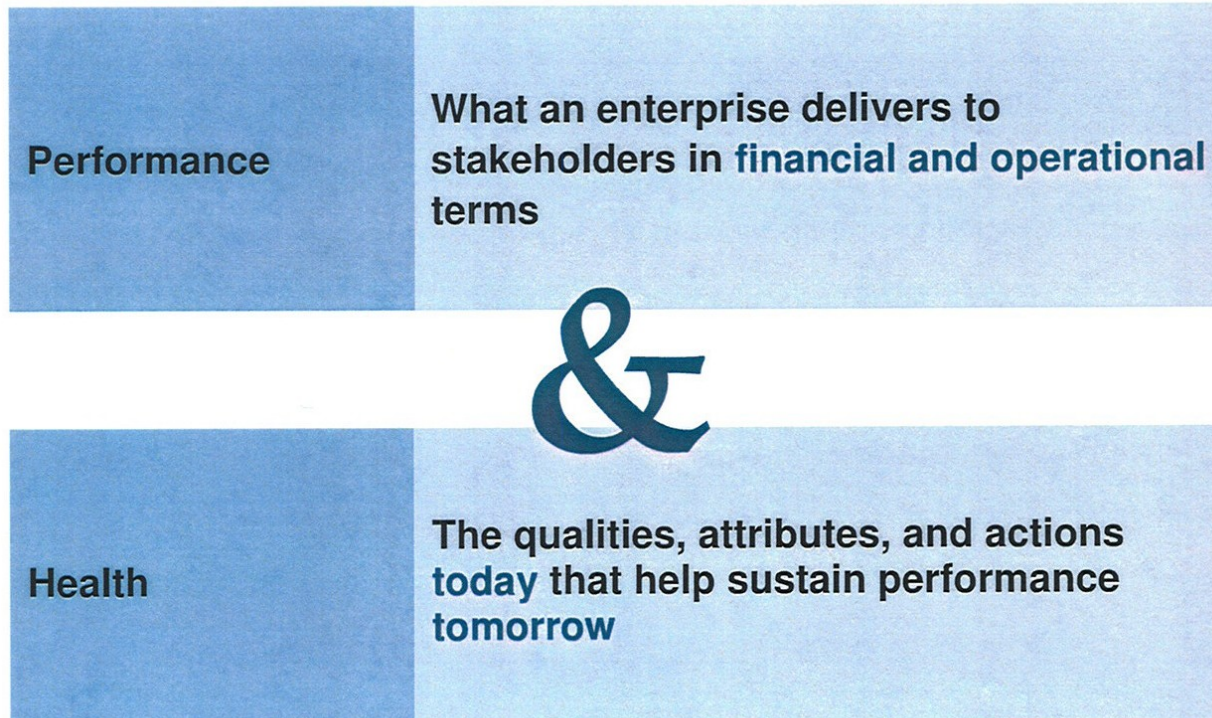
- ❑ Blend of art and science
- ❑ Potential insights gained
- ❑ Evidence-based interventions
- ❑ Current and future focused
- ❑ C-Suite/Line Manager understanding



# Does work climate matter?



**... Because many companies neglect to pay enough attention to Health, which is necessary to sustain performance over the long term**



# Overall Human Capital: Causal Variables

**Note: Significant performance by Top 15 companies in every key category**

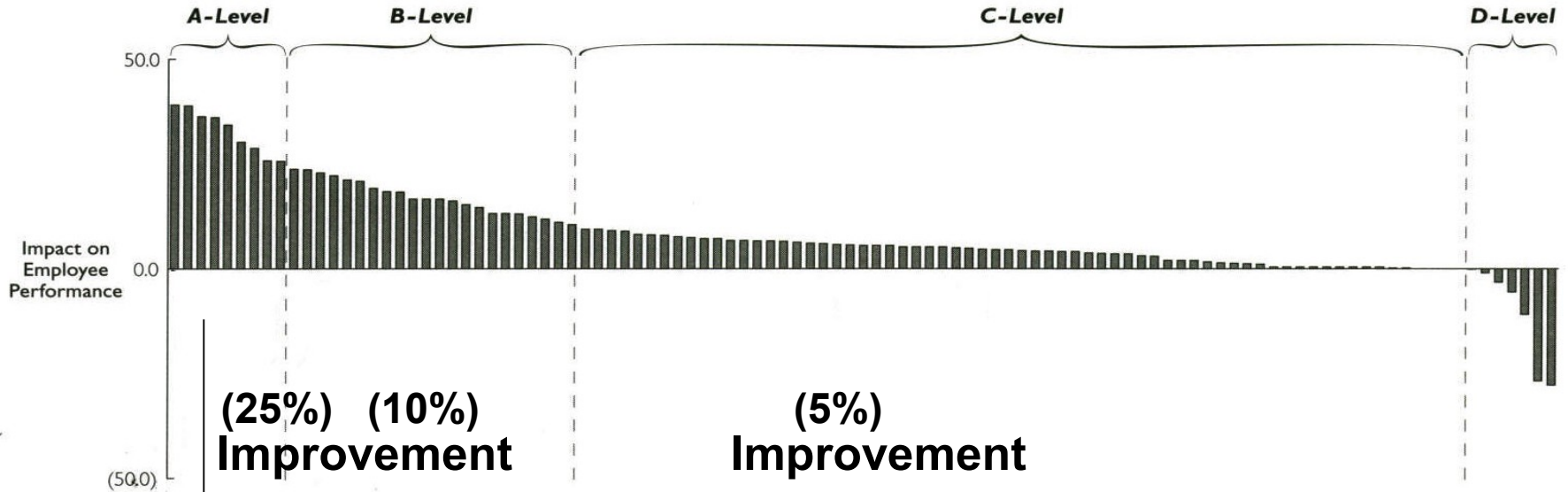
Human Capital	EE Per 100K ≤ 3.75	Cost per Case ≤ 4.00	Opex % to Sales ≤ 14.5%	Sales Growth ≥ 8%	OP PTX to Sales ≥ 7%	Payroll Per Piece ≤ 2.75	MA Ret. ≥ 85%	Driver Ret. ≥ 85%	Shrink % to Sales ≤ 0.12%	Accidents Per 100 ≤ 5	Total
TOP											
BOTTOM											

**Top 15:** 70% at or better than standard

**Lower 15:** 20% at or better than standard

# Corporate Leadership Council found ...

## Not All Levers Created Equal

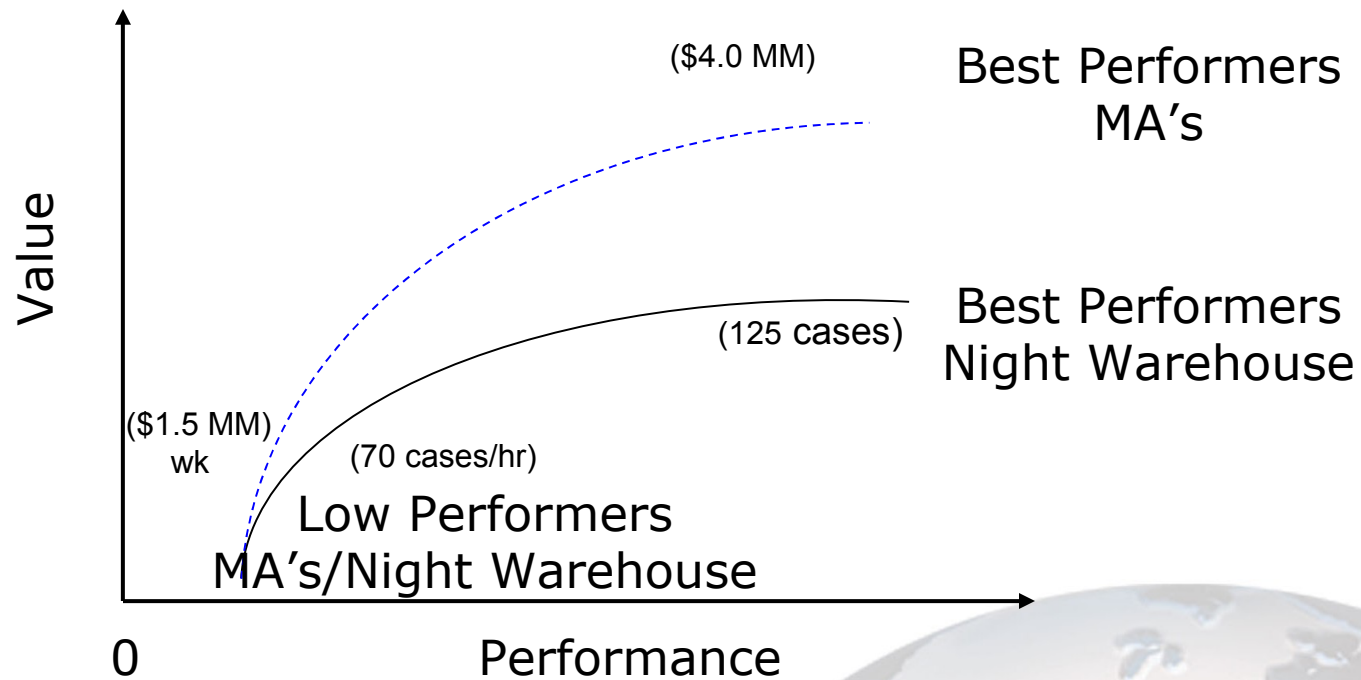


- \*Leadership Support (CMP-Goal Settings)
- \*Front-Line Supervisor (coaching and feedback)
- \*Face to Face Communication
- \*Reward Systems

**Note:** Corporate Leadership Council study found that certain practices had significantly more impact on performance than others.

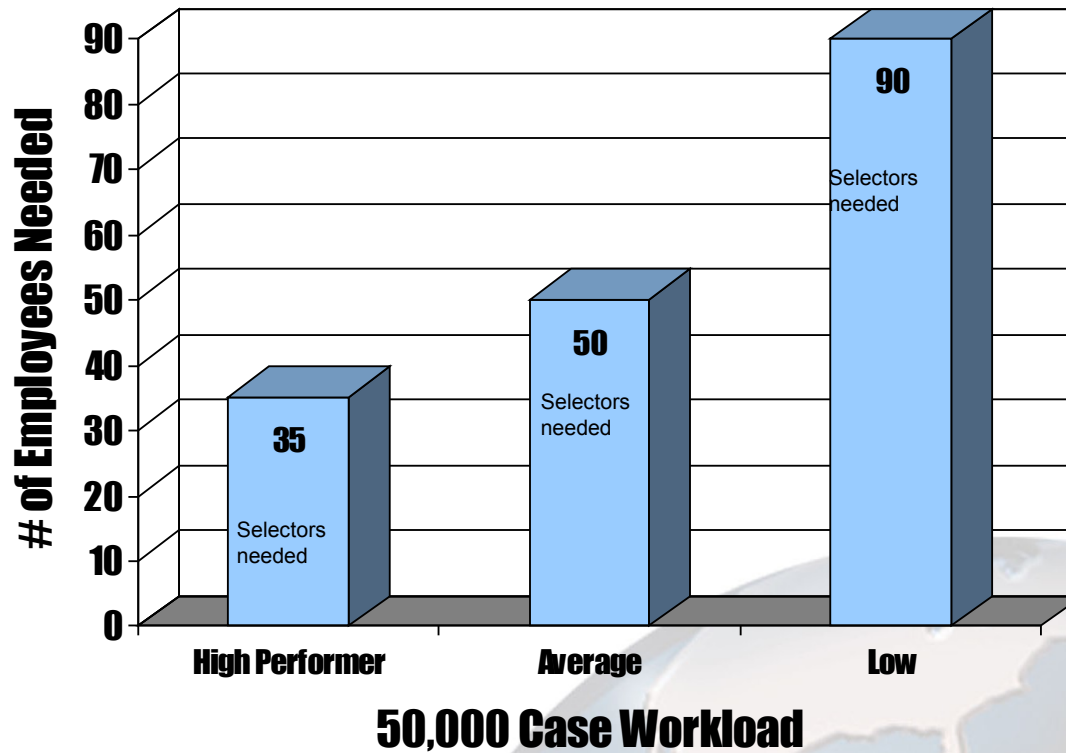
Source: Corporate Leadership Council 2002 Performance Management Survey.

# Yield Curve for MA's/Night Warehouse



# Night warehouse performance difference accounts for nearly \$2 million\* savings per company per year.

1. High Performing Selectors: 175 cases per hour (1,400/night)
2. Average Selectors: 125 cases per hour (1,000/night)
3. New selectors: 70 cases per hour (560/night)



\*Assuming \$40,000 Annual Pay



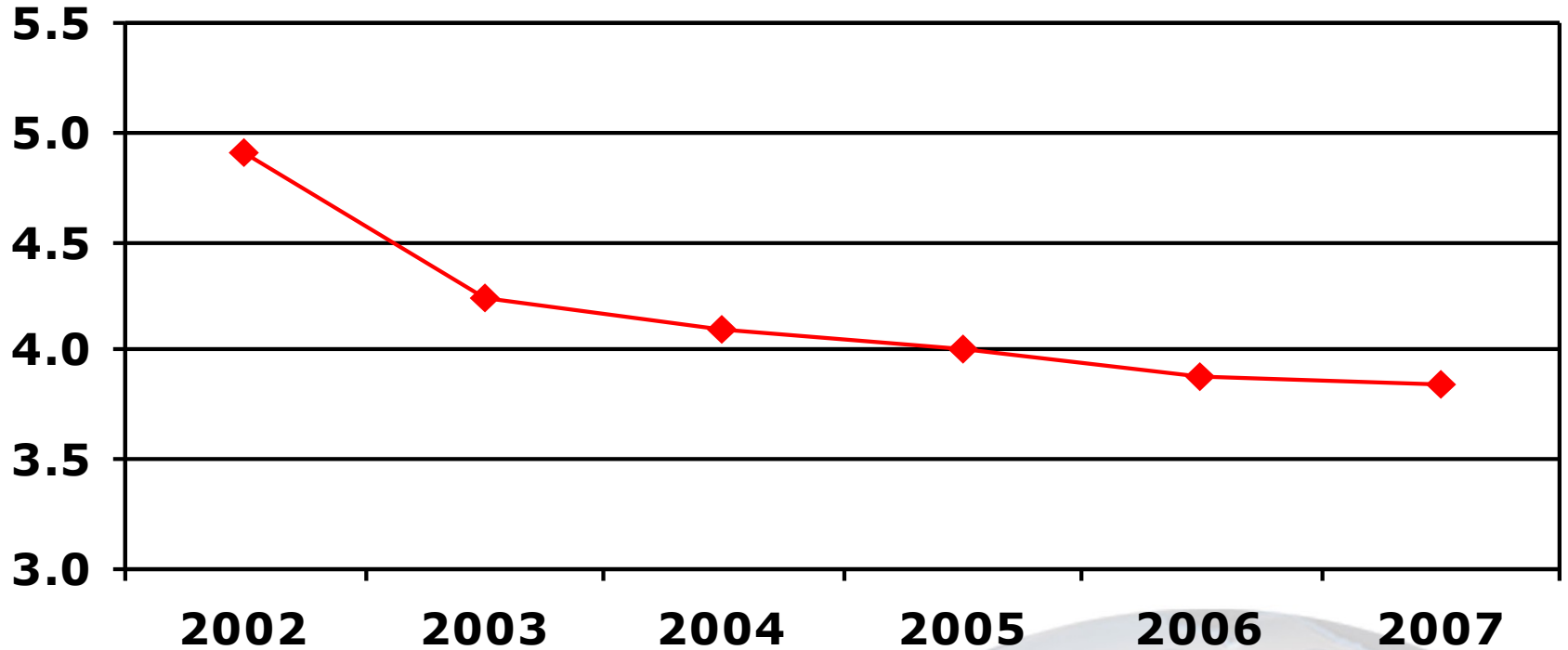
# Front-Line Supervisor

Tenure Analysis demonstrates the importance of “experienced” Supervisory team in delivering results

	Delivery Cost Per Case	% Delivery FLS ≥ 3 years	Warehouse Cost per Case	% Warehouse FLS ≥ 3 years
Top Performers		63%		65%
Lower Performers		27%		24%
Variance	.30 per Case		.09 per Case	

# EE's per 100K Pieces

## EE's per 100K Pieces



# Employee Value Curve is affected by:

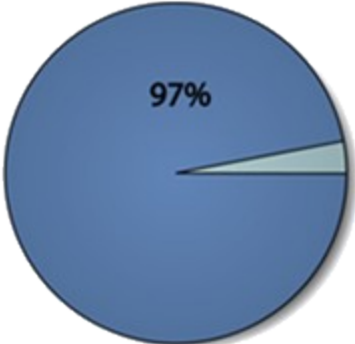
- ❑ Increasing Loyalty/Commitment
- ❑ Increasing Knowledge
- ❑ Leveraging Technology/ Resources/ Relationships



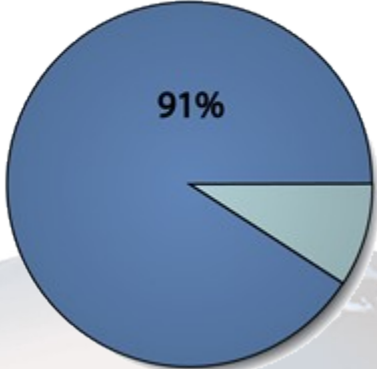
# Current Leadership Development Challenges

- 97% indicate concerns about current leadership bench strength or their ability to develop the leadership talent required to support the company’s future growth objectives.
- 91% say they are challenged to identify high potentials early in their careers.

Concerned about Leadership Strength



Poor at Identifying High Potential Employees

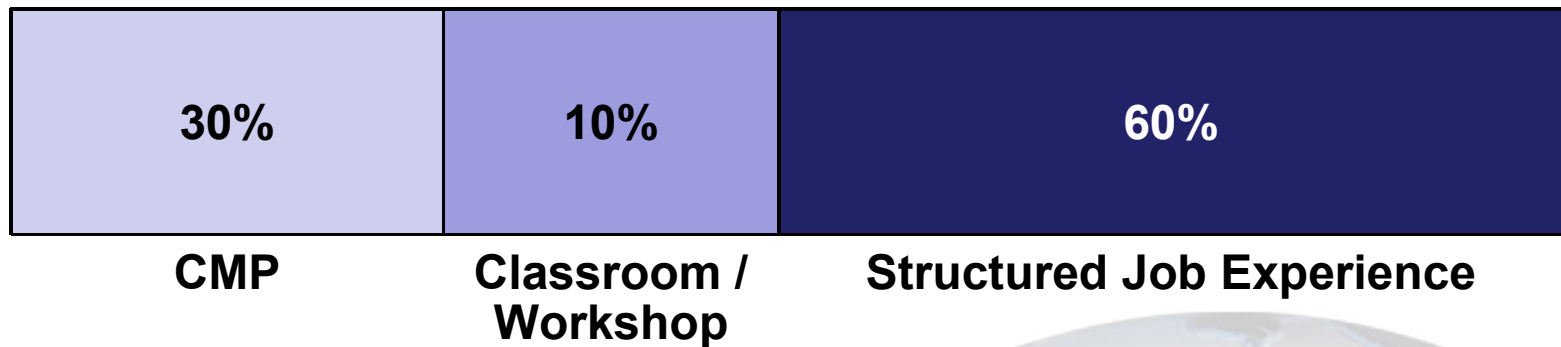


from CorpU’s *Leadership 2012* study (2007).

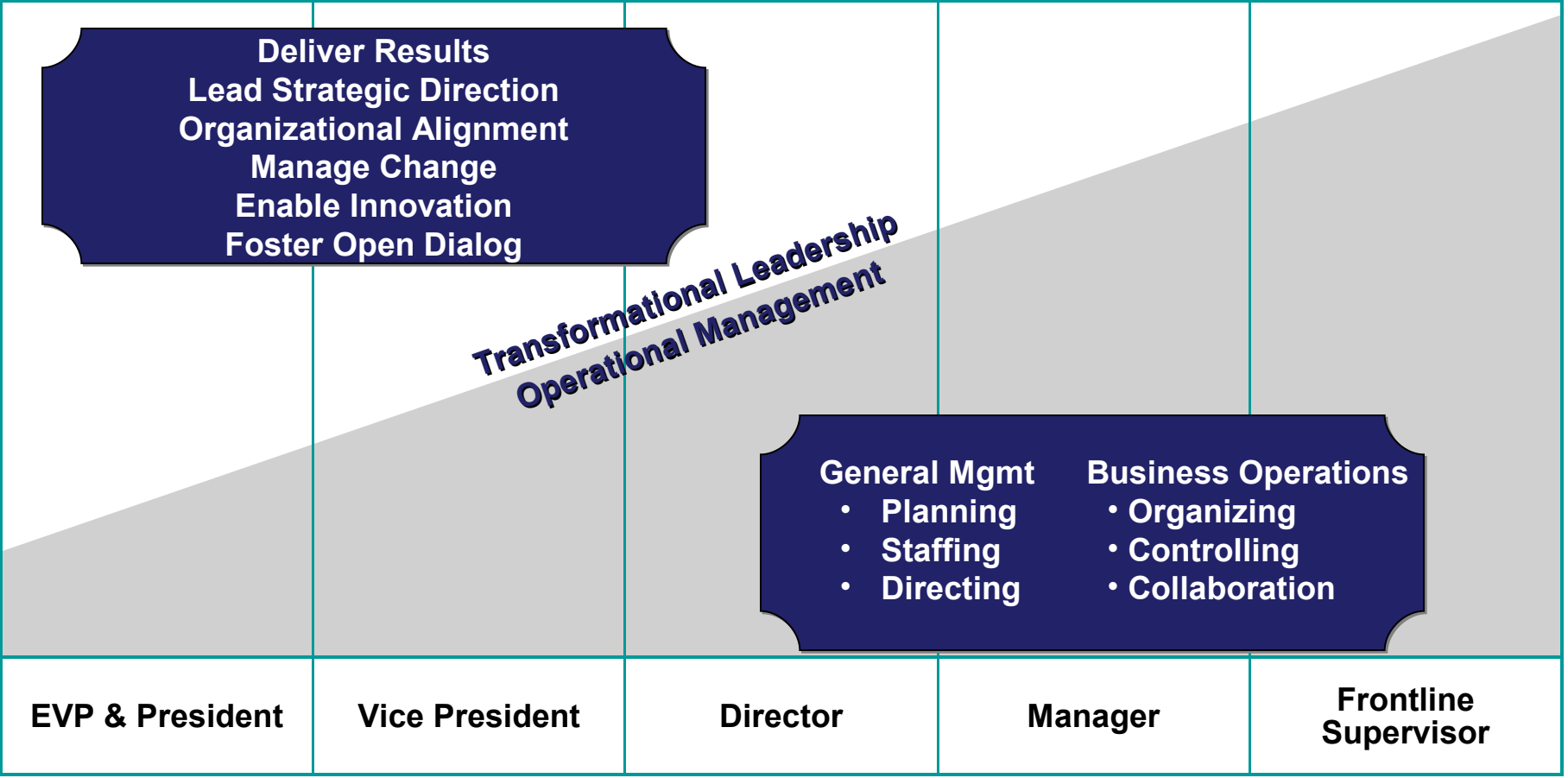


# How does one develop leadership skills?

Clear goals and coaching conversations supported by well timed and structured classroom and on-the-job experiences.



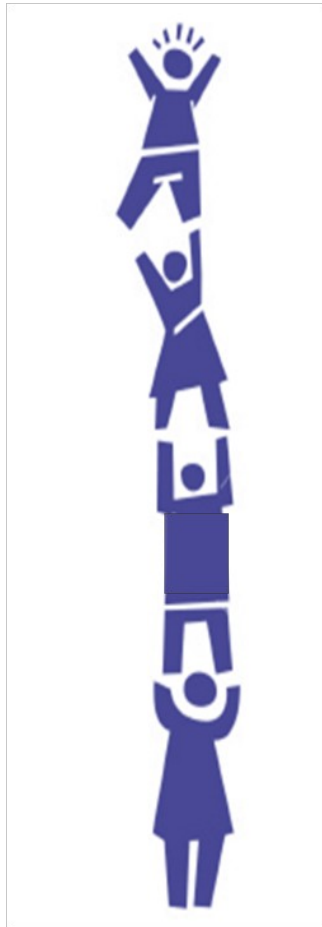
# Leadership Development Model



# Summary: To Do's



# Best Practice Recommendations



1. Win the support of senior management.
  - Keep it simple and manageable
  - Hold Accountable
1. Include “learning by doing” options in a mix of development offerings.
2. Align leader success profiles with business needs (diagnose/assess).
3. Base selection and promotion decisions on results, skills and motivation to lead.
4. Ramp up the role of coaches and mentors.
5. Leverage Performance Analytics.

from Development Dimensions International, Inc.  
*Leadership Forecast 2005-2006.*



**ANY COMPANY** that's going to make it has got to find a way to engage the mind of every single employee.

If you're not thinking all the time about making every person more valuable, you don't have a chance.

**What's the alternative?  
Wasted minds? Uninvolved people?  
A labor force that's angry or boarded?  
That doesn't make sense.**



**John F. Welch, Jr.  
CEO, General Electric**

# Questions

