

# Research Working Group

## Engaging Your High-Performing Employees

### A key driver of better customer service, employee retention, improved financial results, and competitive advantage...

Companies that connect best with their top talent will emerge from the recession faster and stronger than their competitors.

In today's recession, business leaders are focusing squarely on the financial and operational components of the enterprise, frequently with the company's very survival at stake. However, under these circumstances it is tempting to allow the human dimension of business to falter, whether by benign neglect or through heavy-handed approaches to slashing costs.

Unfortunately, just as in good times, an organisation's most valuable people—those who are highly talented and top performers—have proportionally more employment options in the job market than the rest of the workforce. Therefore, even during times of recession, it is vital to retain, reward, and engage key players.

The Conference Board® invites you to join the **Research Working Group on Engaging Your High-Performing Employees**.

Examine the unique nature of what captures the imagination, passion, and discretionary effort of employees who will help your company weather the recession and leave the organisation well-positioned for the eventual recovery. By building on existing research conducted by The Conference Board and tools in employee engagement, you will explore how high-performing employees engage with their jobs, colleagues, and companies.

Specifically, this research working group will explore the following questions:

- Are the drivers for employee engagement different for people who are typically identified as “high performing”?
- If differences exist between high-performing employees and the rest of the workforce, how might these differences be linked to performance?
- Considering the limited resources for enhancing employee engagement during the global recession, what methods can companies use to engage their most valuable contributors?

Other issues to be explored include:

- How are effective, corporate-wide engagement plans created that can keep pace with differing employee requirements in both industrialised regions like the United States and Europe as well as developing markets such as China, Russia, India, and Brazil?
- Which drivers can be linked to high-performing, engaged, and disengaged employees? How are these drivers linked to performance?
- What drives high performers? Conversely, what drives other employees to become disengaged?
- What motivates good employees to become great?
- Given today's tight budgets, what methods are available to engage your most valuable contributors?



## Why Should You Join?

As a group member, you will:

- Receive updates on key developments in employee engagement
- Develop solutions to leverage the engagement of your most vital workers
- Assess the engagement of your company's high-performing employees as well as workers representing the general workforce using the proprietary survey instrument from The Conference Board
- Receive a customised report that provides findings about your organisation as well as recommendations for how to apply them
- Gain access to benchmarks from The Conference Board Global Employee Engagement Database
- Review case studies of companies that have established best practices in developing and engaging their high-performing employees
- Expand your thinking on employee engagement best practices

## What Is a Research Working Group?

The Conference Board research working groups are confidential, hands-on forums in which companies collaborate to address a common, critical business challenge. Peer executives from 10 to 20 firms benchmark best practices, learn from their collective experiences, and work with expert researchers to forge actionable solutions to a specifically defined set of problems.

## The Conference Board Team

### Chris Burton

Research Working Group Leader

Chris Burton has over 20 years international business experience with Mars and McCormick, and has worked in UK, across Europe and in Asia. He is an experienced Managing Director, with functional expertise in Marketing and Sales. A qualified Executive Coach, he now works with leaders and their teams across a wide range of organisations and sectors.

### Vicki Culpin

Research Working Group Researcher

Vicki Culpin is a Chartered Psychologist with over 15 years of research experience. She is currently the Research Director at Ashridge Business School and is responsible for research activity across the research office and five research centres. Her research interests span cognitive, forensic, clinical and occupational psychology, and quantitative research methodology.

### John Gibbons

Research Working Group Advisor

John Gibbons joined the human capital team at The Conference Board after more than 17 years in the field of human resources management. He leads the global employee engagement programme and the initiative on evidence-based human resources at The Conference Board. The latter initiative examines the means by which human capital creates operational and financial value.

## Programme Information

Each participating company in the **Engaging Your High-Performing Employees Research Working Group** may select 1,000 employees to participate in a survey administered by The Conference Board. (These employees may be selected from both the general workforce and from those employees the organisation has identified as "high performing".) The group will meet three times in person in European locations selected by the group members. Between meetings, virtual webcast conferences will update the members on research progress. Additionally, researchers from The Conference Board will work directly with each company's internal staff to ensure smooth execution of the survey.

Inaugural Meeting: Spring 2010

The Conference Board, Brussels, Belgium

Participation fee: €9,500

The fee covers participation of two executives from the organisation and includes the cost of administering the programme and producing the research. It also includes all meeting room facilities and group meals. Members are responsible for their own travel and hotel arrangements.

**To join or for more information contact [jan.duchar@conference-board.org](mailto:jan.duchar@conference-board.org) or call +32 2 679 5056.**

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