

Breaking the Engagement Barrier

WTBA Annual Convention



Tina Nazier, MBA, CPC, CCM
National Construction and Real Estate Strategy Leader

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WIPFLI

Overview

Our Current Reality and Culture **01**

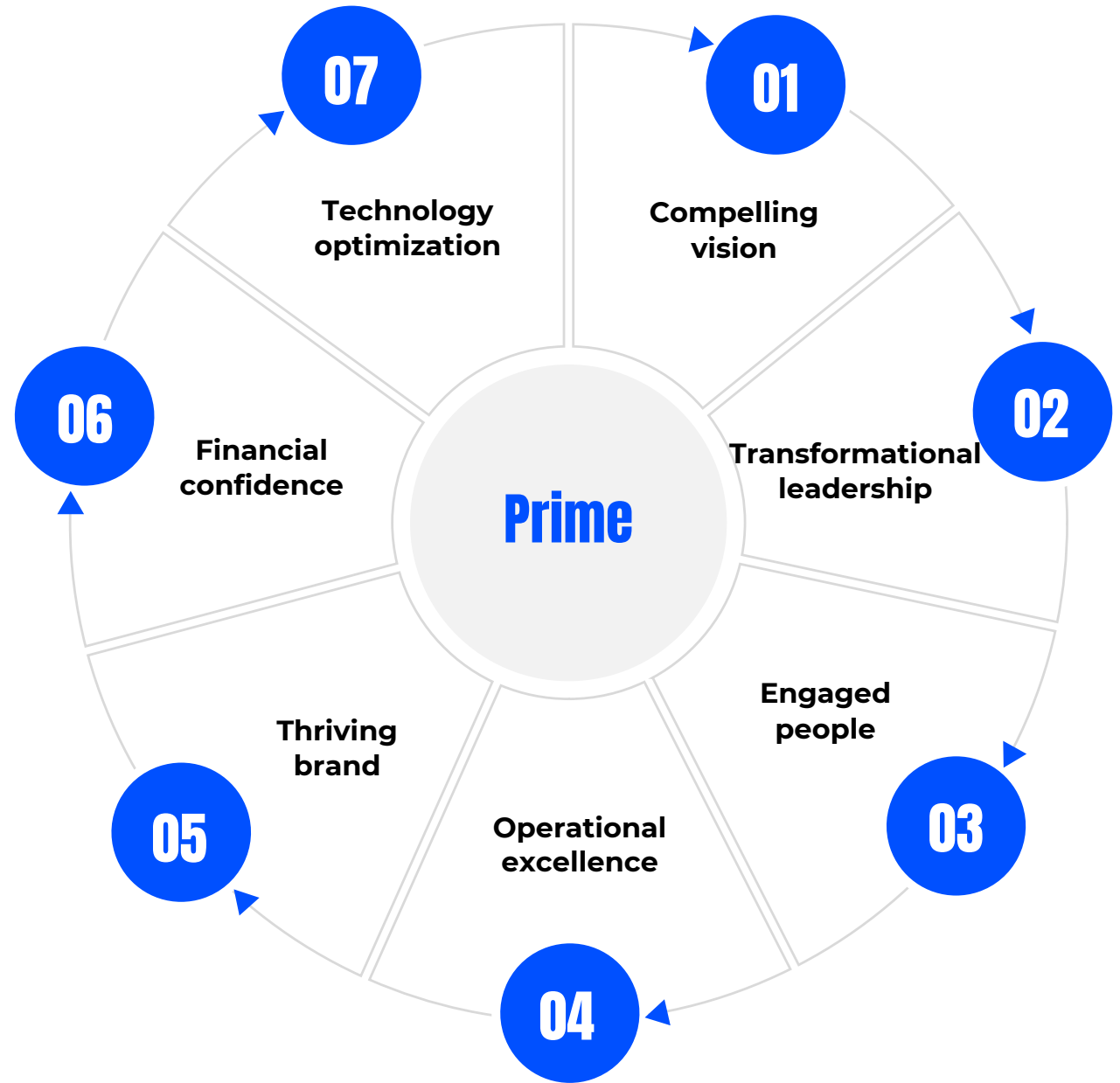
Harness the Tension **02**

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Breaking the Engagement Barrier **04**

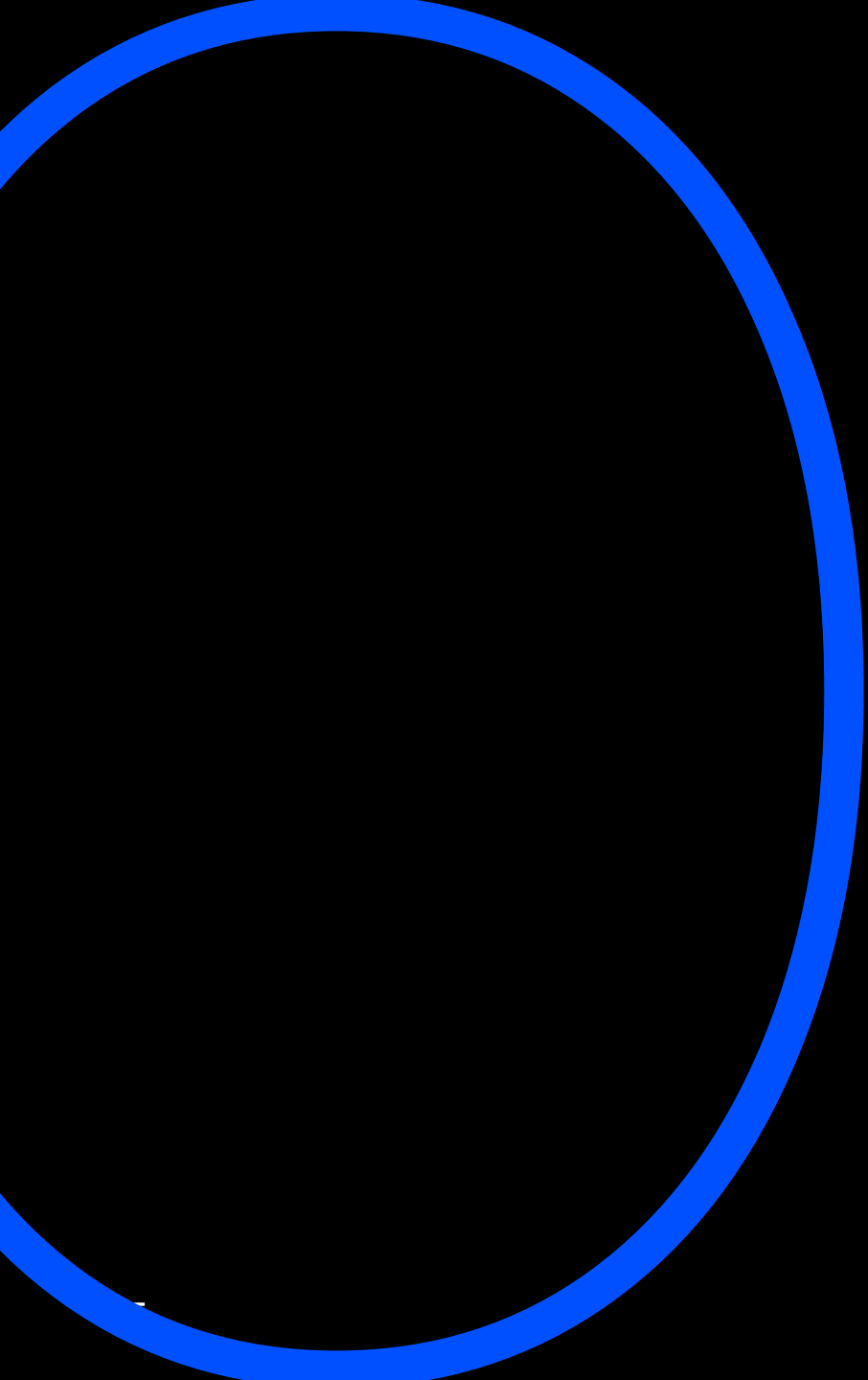
Engaging Your People is Only One Component of Getting Your Company to a Prime State

Prime is a state of optimization, performance and health, where all elements of the organization are working together to generate organizational velocity and momentum.



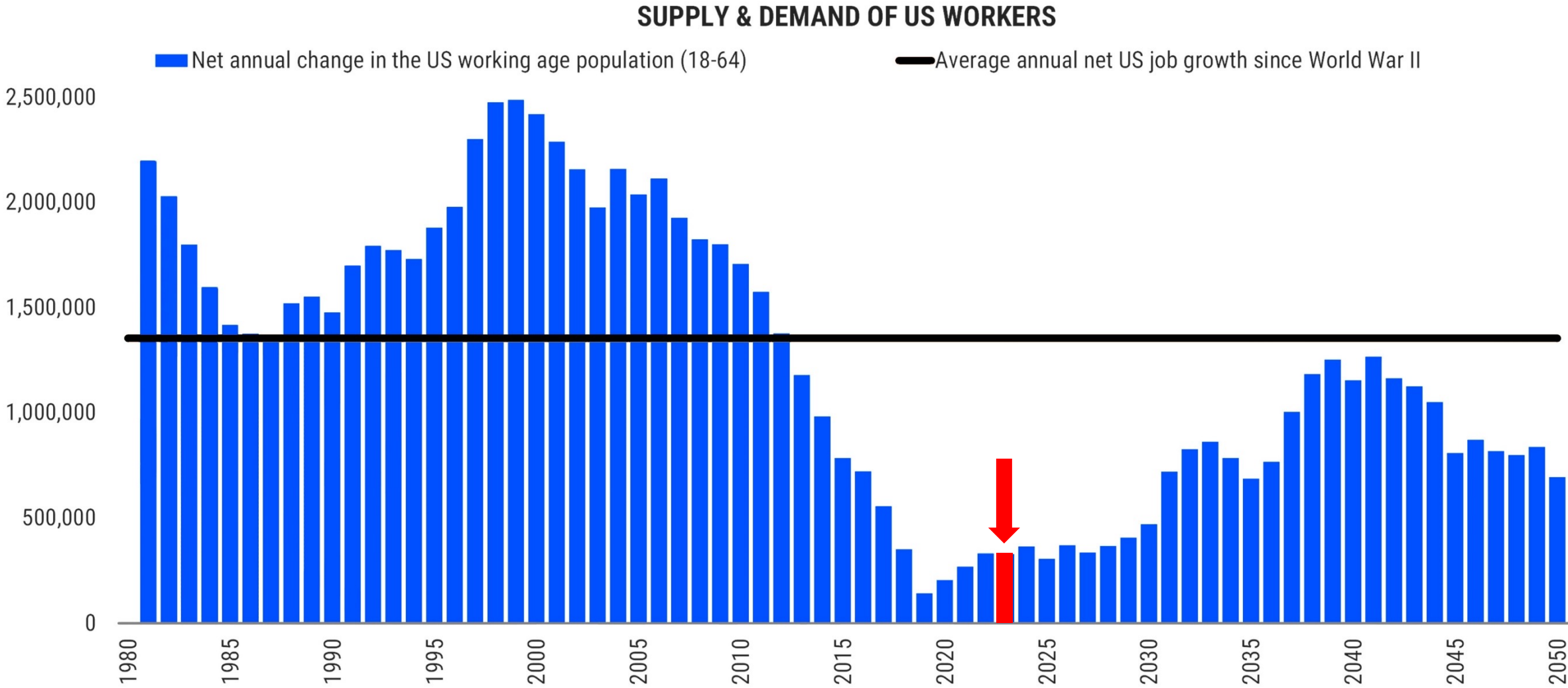
Prime is not a **destination**.
It is a state of being.

It is when your business is future ready.



**Our Current
Reality and Culture**

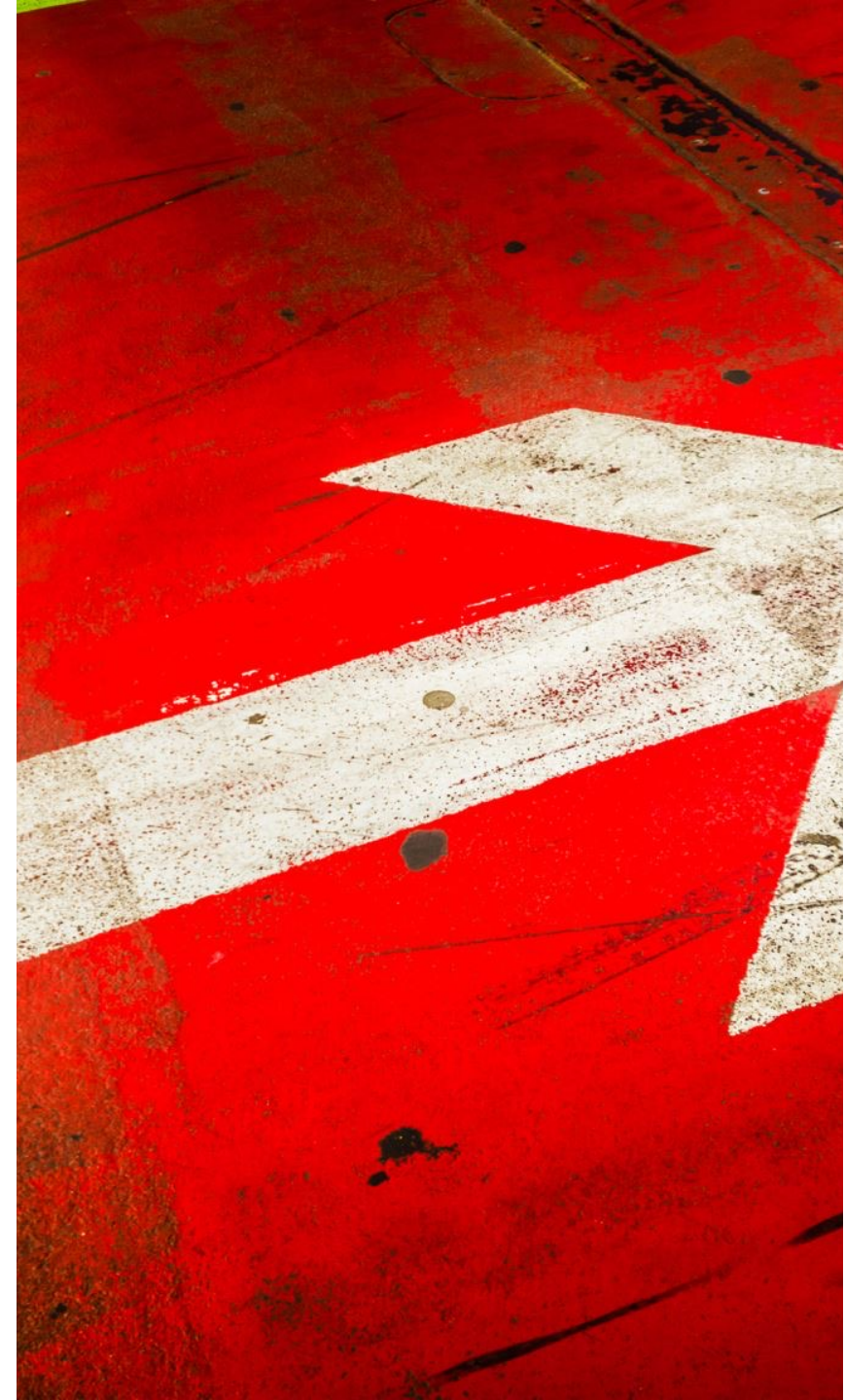
US labor supply faces long-term pressure



Source: US Census Bureau, International Database; US Bureau of Economic Analysis, Current Employment Statistics; TIP Strategies.

Notes: Updated as of March 5, 2021. Population estimates and projections are for the resident population. The US population components shown in the IDB may not match the official population components for the United States, in part, due to differences in how they are displayed (calendar year versus midyear-to-midyear estimates).

Is your culture strong enough to keep your people from walking out the door or off the job site?



How Healthy is Your Culture?

- Does it provide a safe space for each person to bring their “whole self” to work?
- Does it cause tension?
- How can you harness the tension?





**Harness the
Tension**

What creates tension in us?

- Not feeling valued
- Not utilizing our full potential
- Lack of personal alignment to company goals
- Ambiguity of roles
- Leadership ineffectiveness and misalignment
- Lack of clear direction
- Feeling misunderstood
- Lack of purpose



How to harness the tension and engage

To be engaged, people must feel part of something that makes them feel good.

Their Why

This starts with individual purpose, meaning, and alignment.

Does your company "why" align with their why?



Our Why may be different from individual to individual and generation to generation

Start by understanding generational personalities.

Generational personalities are created by the events and conditions we experience during our formative years. This determines:

- Who we are
- How we perceive and interpret the places, things, and events around us

Let's look at what shaped generational personalities ..

Baby Boomers (1946 – 1964)

Major Events:

- Aftermath of WWII, Vietnam War, Cuban Missile Crisis, Civil Rights Movement, Woodstock, Beatlemania, First Man on the Moon, JFK and MLK Assassinations, Invention of TV, Watergate Hotel, Kent State, Divorce Court, Explosion in Consumer Products

Generational Personality:

- Optimistic
- Competitive
- Dedicated
- “Change” of Command

Generation X (1965 – 1980)

Major Events:

- Recession, Dot.com, Starbucks, Michael Jordan, Clinton-Lewinsky Scandal, Clarence Thomas, O.J. Simpson, 24-Hour Media, High Divorce Rate, Stock Market Crash, Gulf War, Technology Revolution

Generational Personality:

- Resourceful
- Independent
- Work is Work
- Skeptical
- Self-Command

Millennials (1981 – 1996)

Major Events:

- September 11, 2001, President Obama Elected, Columbine, Hurricane Katrina, Gay Marriage, Iraq/Afghanistan Wars, Facebook, Pinterest, Technology, World Wide Web

Generational Personality:

- Idealistic
- Appreciate Diversity
- Enthusiastic
- Instantaneous
- Don't Command--Collaborate

Gen Z (1997 – 2012)

Major Events:

- COVID-19, Great Recession of 2008, High Non-Discretionary Expenses, Social Networking, Gun Violence, Climate Change, Corporate Social Responsibility, Always Wired (always have been), Wealth Gap, Global Events, High Education Costs (most educated, most indebted), One-Click Purchasing

Generational Personality:

- Pragmatic/Realistic
- Independent & Entrepreneurial
- Fiscally Responsible-Want Stable Jobs
- Expect Diversity & Equality (Most Diverse Generation in History)
- Digital Natives
- Vocal and Expect to Have a Voice

Generation Alpha (2013 - TBD)



Understanding and accepting generational differences is only one piece of the puzzle

How do we engage the
individual?





What Engages?

Employees today are looking for something different

Not long ago . . .

. . . Today



What's keeping your workforce up at night?

Two years of multiple existential crises are weighing heavily on workers. They are **worried about their health and well-being.**

Short-term financial health



Covering Monthly Expenses is the #1 concern of workers – Up from #9 in 2021.

Long-term financial security



Only 46% of workers are confident they can turn their retirement savings into a consistent stream of income to last the rest of their lives.

Work-life balance and integration



Half of workers report feeling exhausted on a typical day at work.

Physical health and well-being



#4 concern of workers; remaining a top concern – But slightly down from the #1 concern in 2021.

Mental health and well-being



Top 5 concern of workers across most demographics – Rising to #2 for workers below age 35 and LGBTQ workers.

Three retention principles

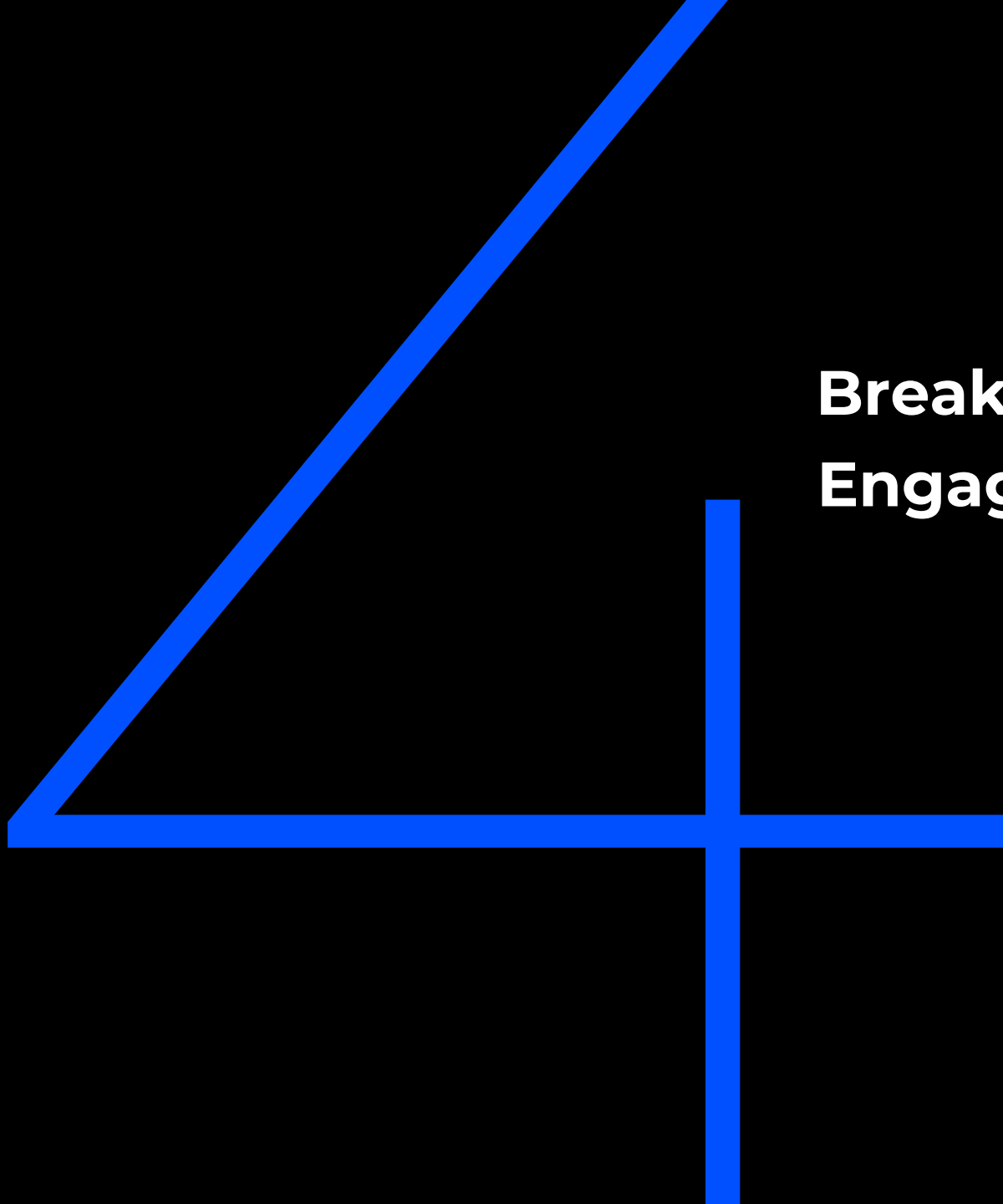
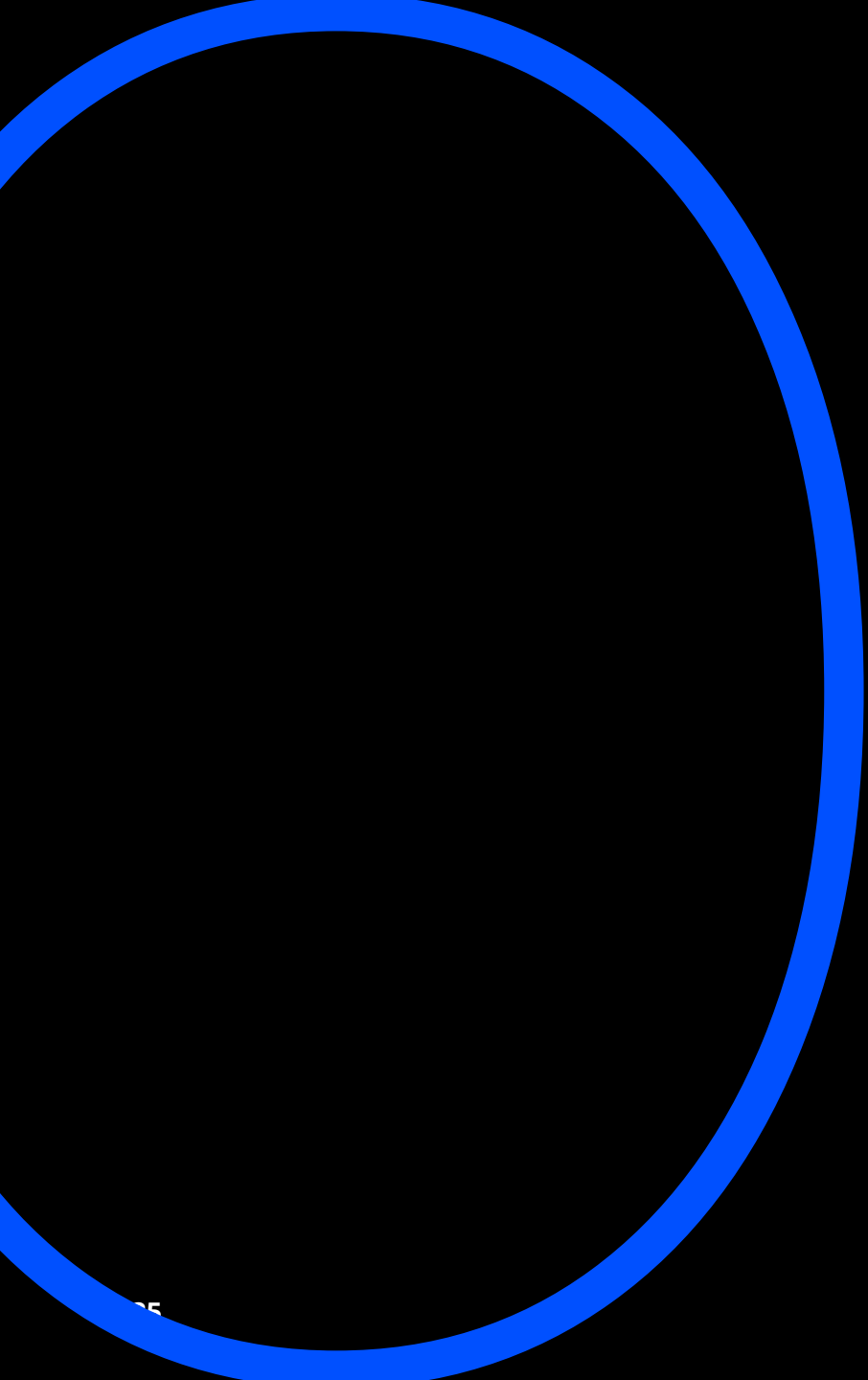
1. Employees **QUIT** because they can
2. Employees **STAY** for things they get uniquely from **you**
3. Managers and leaders build ***unique relationships*** that drive retention...or turnover



**Are your leaders skilled at breaking
down the barriers to engagement?**

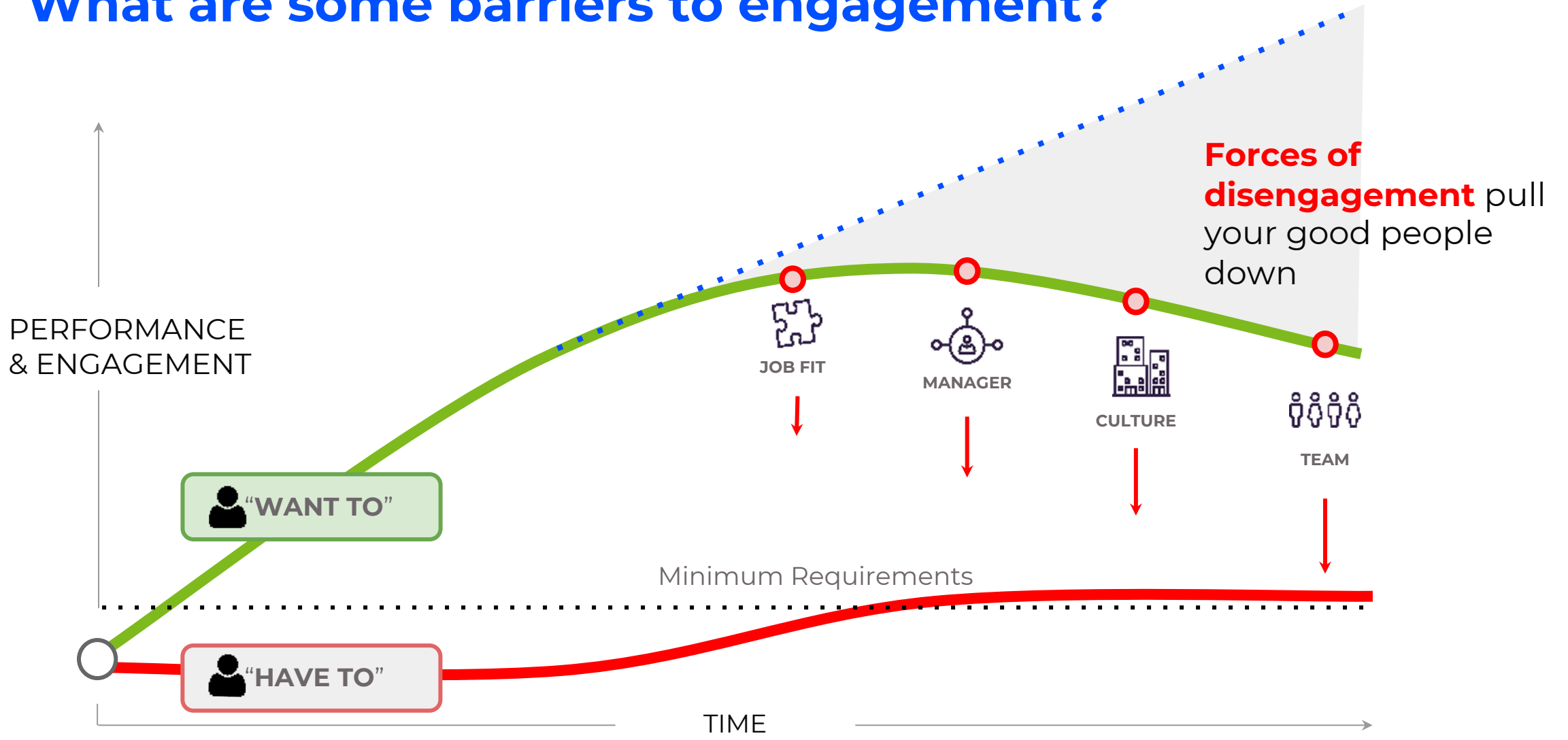
**Or are they
strengthening the
barrier?**





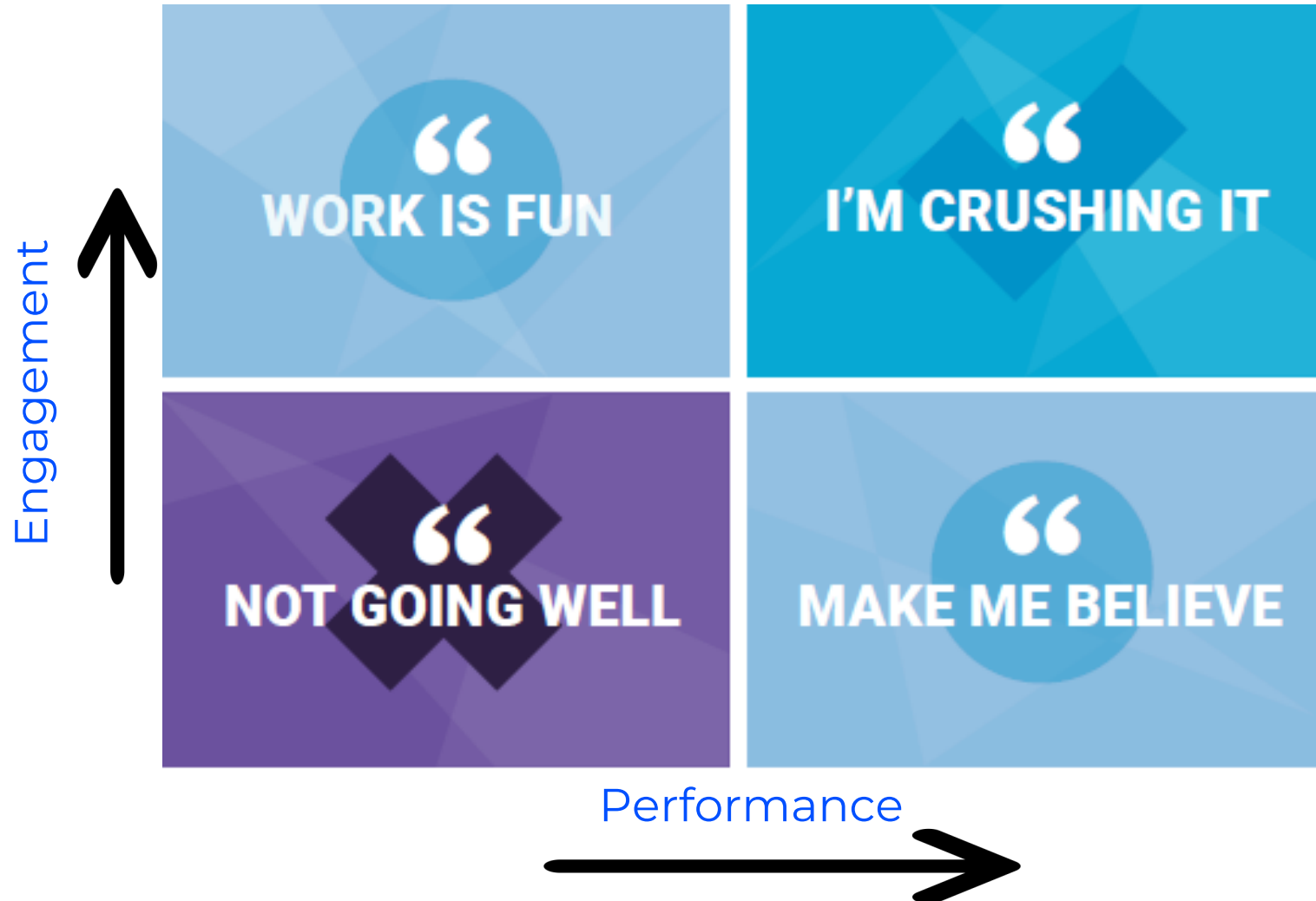
**Breaking the
Engagement
Barrier**

What are some barriers to engagement?



Engagement x Performance

“The Manager’s Guide to Difficult Employees”
(Predictive Index)



Each Experience Matters.

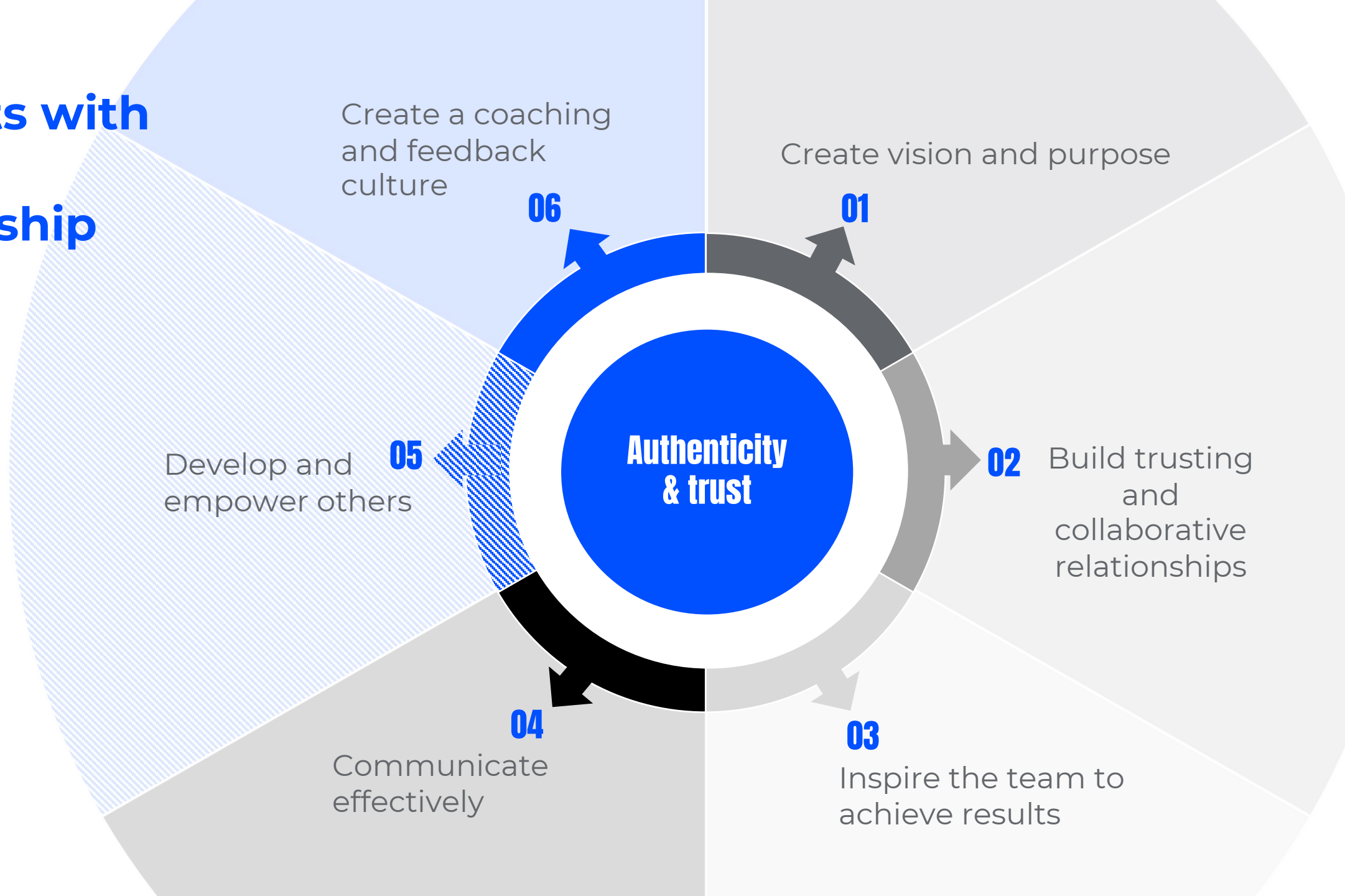
Employee Journey



A close-up photograph of a brick wall. The bricks are arranged in a traditional running bond pattern. The colors of the bricks vary, including shades of red, brown, tan, and grey, suggesting they are aged or weathered. Some bricks have small holes or pockmarks. A solid blue rectangular overlay covers the left portion of the image, containing white text.

**How Do You
Break the
Engagement
Barrier?**

It starts with skilled leadership



Understanding what engages the individual

- What motivates and drives them?
- What's their why?
- What are their professional passions?
- What are their personal passions?
- What is their ideal future career state?
- How do their personal passions align with their professional passions?
- What do they need to do to get to their ideal future career state?
- What do we need to do to support them in their pursuit?



Breaking the engagement barrier takes . .

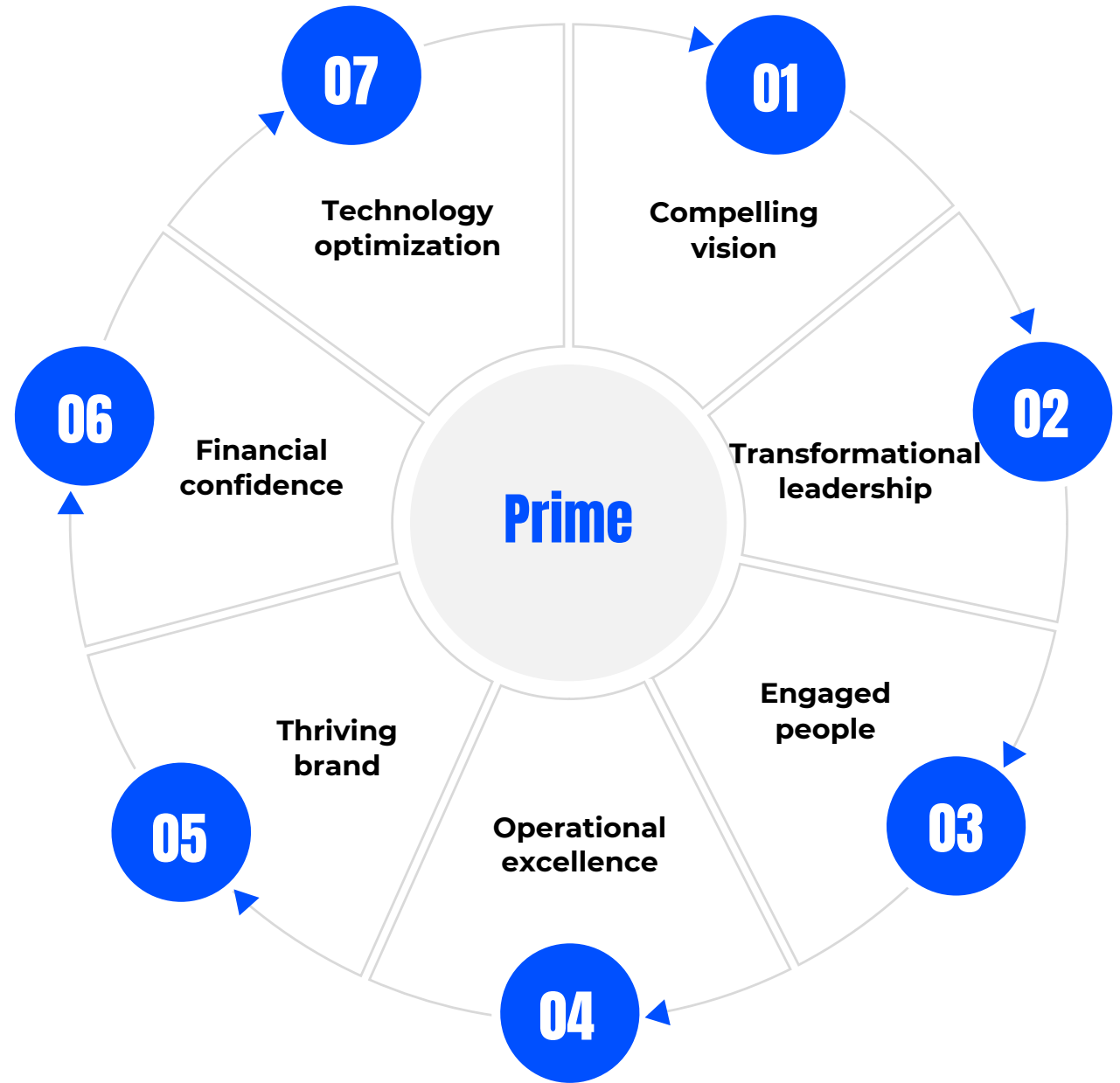
Knowing what causes the barriers in your company

- Where are the tensions?
- How can you harness the tensions?

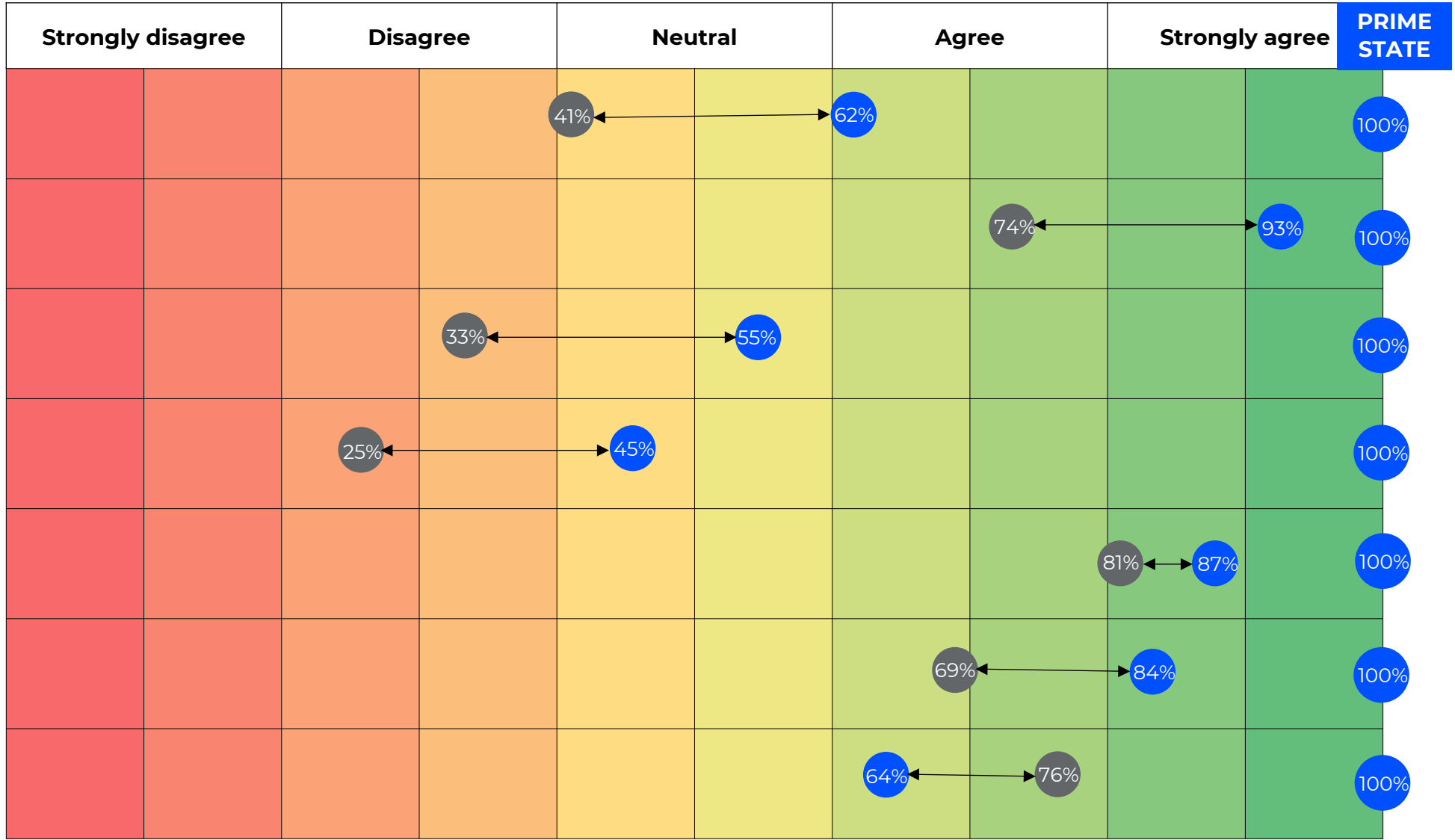
Knowing how to break down the barriers for the individual

- Understanding the unique why of the individual
- Deliberately planning for and pursuing individual engagement

And it requires getting all elements of the company running at a **Prime State**



Where is your company on its journey to optimal health and performance? Are you at Prime?



<10% <20% <30% <40% <50% <60% <70% <80% <90% <100%

**Scan the QR
code to request
the Prime Rapid
Assessment**

Want to find out how close you are to Prime at your company?



Questions?

PERSPECTIVE



CHANGES EVERYTHING.

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Thank You!

Tina Nazier, MBA, CPC, CCM

*Director, National Construction and Real Estate
Organizational Performance and Strategy Leader*

tnazier@wipfli.com
404.420.5788

www.Wipfli.com



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