

Making Culture Your Competitive Advantage

BCNET Conference 2019



Why does this matter?

- Gallup Poll on employee engagement:
 - 13% of the North American workforce considers themselves engaged
 - 63% considers themselves not engaged
 - 50% of “millennials” consider themselves not engaged
- Tech companies moving north and growing; where will their people come from?



Why is engagement so low in an era of high intelligence about candidates and employers?



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Environmental factors

- Work is changing → 24/7
 - It's easy to say “no email Friday” but hard to actually do
- People are being overwhelmed by data
- Average tenure of companies is decreasing
 - 1945: 33 years
 - 1990: 20 years
 - 2026: 14 years



The changing world of work

- People are not staying as long as they used to; lots of turnover, lots of ex-employees
- Emerging gig-economy: Youtubers
- Increase in temporary workers/contractors
- Work-life balance pressures
- Robots/AI displacing jobs or forcing co-existence between people and cognitive systems (how do you manage an AI?)



The changing world of work

- What is a career? What does a job mean today?
 - The value of Uber, Airbnb, YouTube is outside the companies
- Mobile devices/social media are a megaphone to the world: #transparency
 - <https://www.teamblind.com/>



The answer lies in culture

- To attract, retain, and engage the best talent, must beat **fear** with **trust**
- People get trust from a **community**
- Do you feel safe here? Are we helping you get to where you want to go?
- Communications ignite trust
 - Town halls, lunch & learns, 1-1s, discussion boards
- We can control the daily experience of our employees



Culture is not just about being happy and having fun; it's about winning and people tend to win when they are having fun (and have fun when they are winning)



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Happiness comes from
contributing to success



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Making Culture Your Competitive Advantage

Need to answer three questions:

- 1) Why would someone actually want to work here?
- 2) What assets do we have to attract talent?
- 3) Our value proposition could be the value proposition for our employees



Doubters doubt culture because
of leaders' hypocrisy



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QUESTIONS?

Thank you for attending!

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