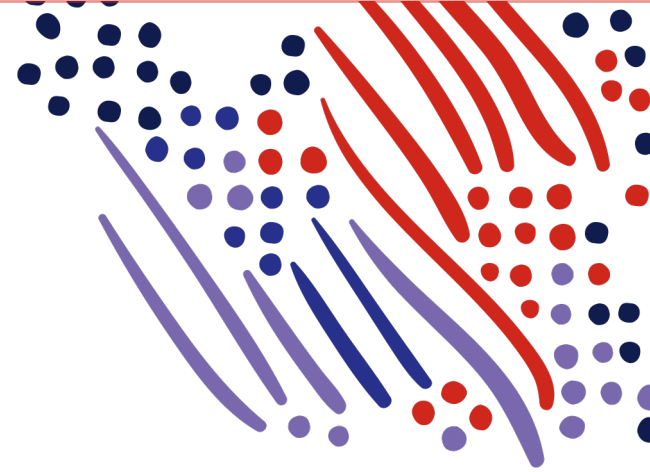


# Unlocking High Performance: The Power of Employee Engagement at ADP

Charles Lafferty

October 2023 | Las Vegas, NV





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### HR services

From best practices to advice  
and HR consulting.



### Talent

From recruitment to retirement,  
getting the very best out of  
your people.



### Time management

Track hours worked, manage  
time-off requests and seamlessly  
integrate with payroll.



### Benefits

Employee benefits, flexible  
administration and business  
insurance.



### HR outsourcing & PEO

Focus on what matters most  
by outsourcing payroll and HR  
tasks, or join our PEO.



### Payroll

Fast and easy payroll and tax,  
so you can save time and money.

## By the numbers

- *Founded 1949*
- *1M clients worldwide*
- *\$3.1T+ moved in client funds FY22*
- *40M+ workers paid worldwide*
- *Pays 1 in 6 workers  
in the US*

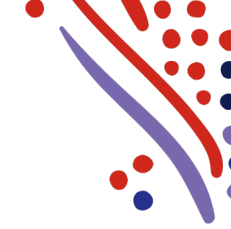
# Employee Engagement



“The emotional state of mind that causes people to do their best work, sustainably.”

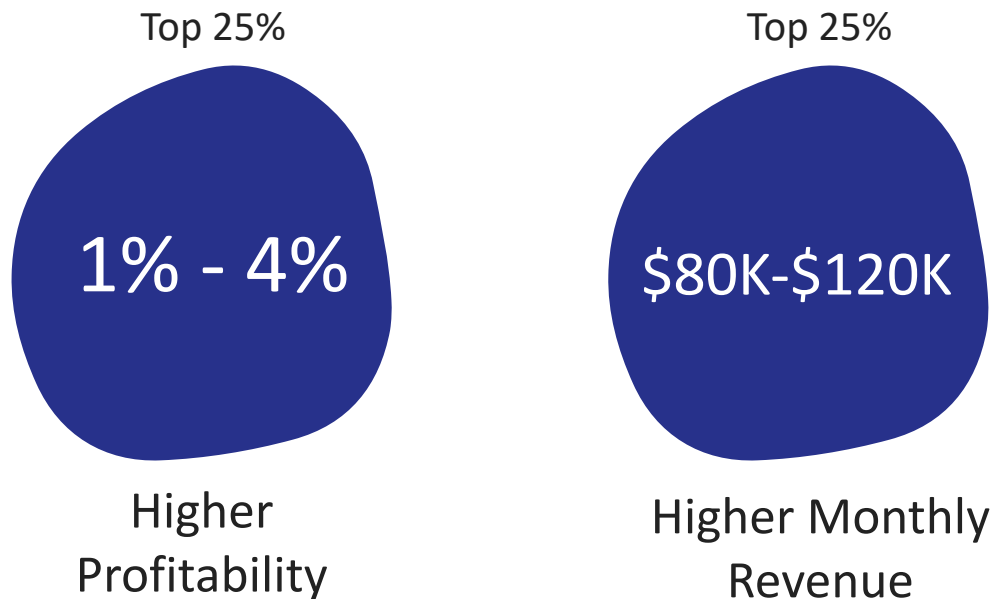
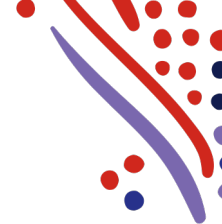
*Dr. Mary Hayes and Marcus Buckingham*

<https://www.adpri.org/assets/the-definitive-series-employee-engagement/>



# The Impact of Employee Engagement

# Impact of Engaged Business Units



Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis

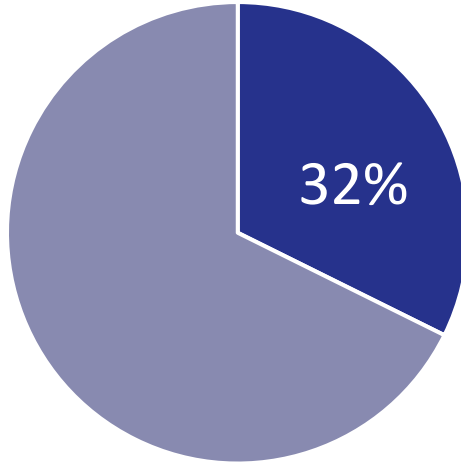
Journal of Applied Psychology - 2002, Vol. 87, No. 2, 268–279 by Harter, Schmidt, Theodore L. Hayes

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# Employee Engagement and Retention

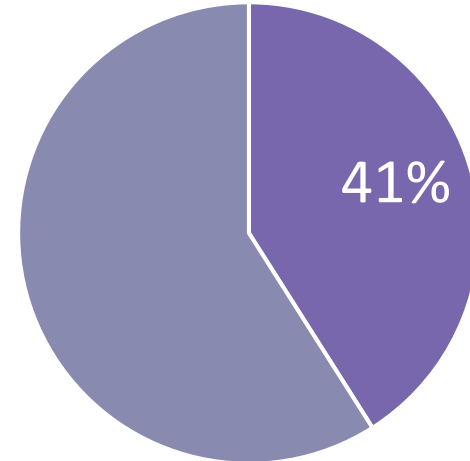


% Fully Engaged Who  
Voluntarily Terminate



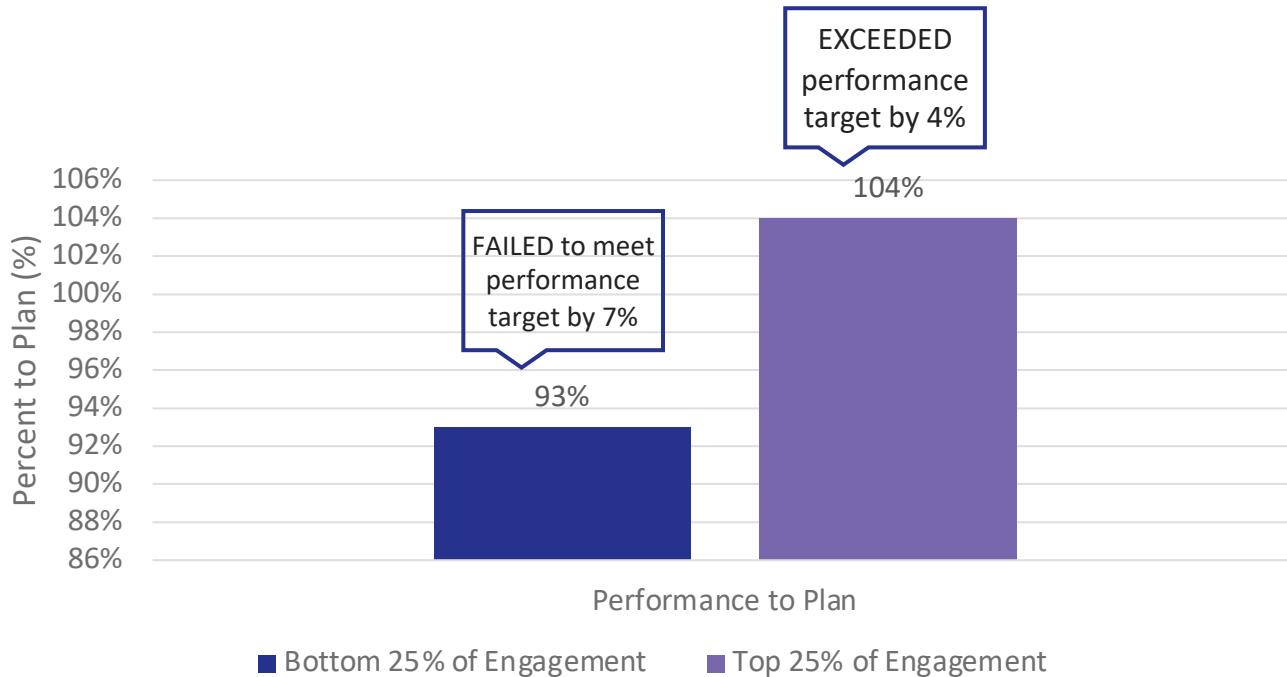
Relative difference  
**28%**

% Fully Engaged who  
Remain With Company



<https://www.adpri.org/assets/the-definitive-series-employee-engagement/>

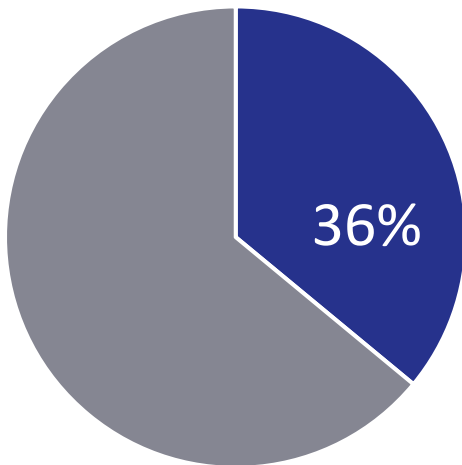
# Employee Engagement and Profits



# Employee Engagement and Performance



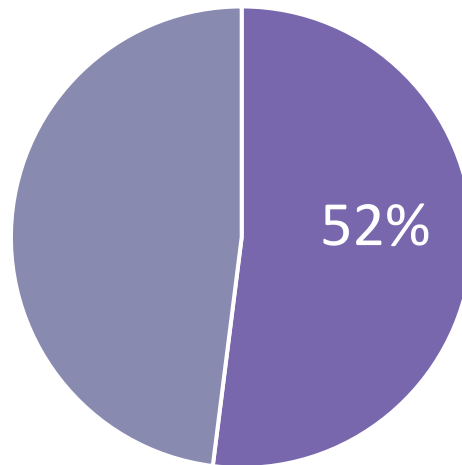
% Fully engaged in  
the BOTTOM quartile  
of performance



36% of low performers  
are fully engaged

Those rated highly by  
their Manager were **2x  
more likely** to be fully  
engaged

% Fully engaged in  
the TOP quartile of  
performance

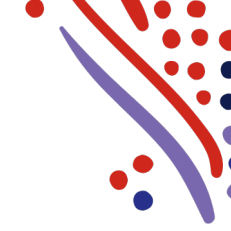


52% of high performers  
are fully engaged





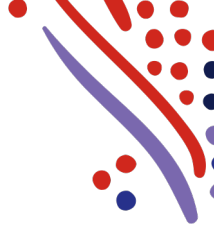
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# How Do We Measure Engagement?



# The Standout Approach



## We

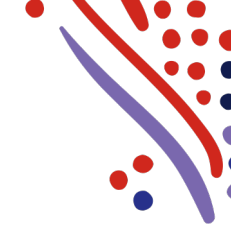
1. I am really enthusiastic about the mission of the company. (Purpose)
2. In my team, I am surrounded by people who share my values. (Excellence)
3. My teammates have my back. (Support)
4. I have great confidence in my company's future. (Future)

## Me

1. At work, I clearly understand what is expected of me. (Purpose)
2. I have the chance to use my strengths every day at work. (Excellence)
3. I know I will be recognized for excellent work. (Support)
4. In my work, I am always challenged to grow. (Future)



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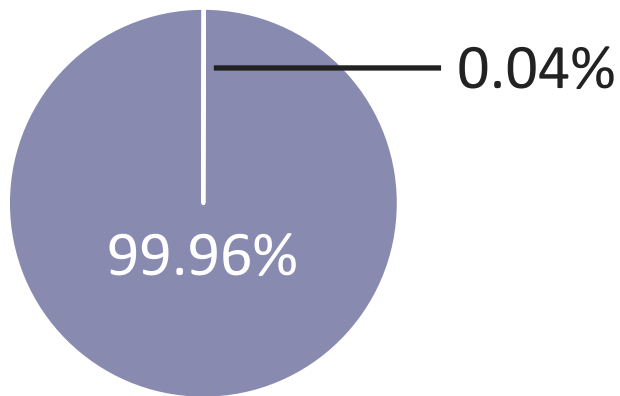
# Engaging Employees: Teams & Developers





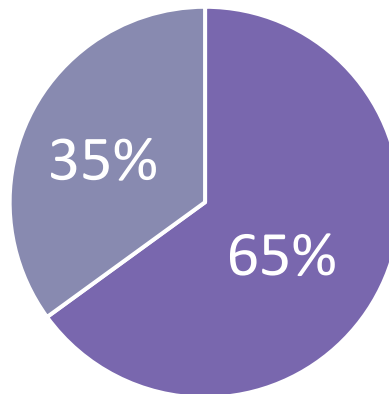
# The Team Leaders Engagement Matters.. A LOT

When the Team Leader is NOT Engaged



■ TM Fully Engaged ■ TM Not Fully Engaged

When the Team Leader is Fully Engaged



■ TM Fully Engaged ■ TM Not Fully Engaged

<https://www.adpri.org/assets/the-definitive-series-employee-engagement/>

[https://www.adpri.org/wp-content/uploads/2018/07/R0102\\_0718\\_v2\\_GE\\_ExecSummary.pdf](https://www.adpri.org/wp-content/uploads/2018/07/R0102_0718_v2_GE_ExecSummary.pdf)



# Teams, Trust, and Leadership



2.6X

Build Teams



14X

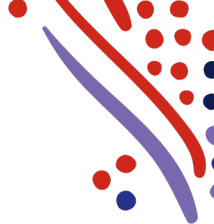
Build Trust

# Common Sense Engagement

## You Engage By Being Engaged Yourself



1. Explain why
2. Do one-on-ones
3. Build leadership groups
4. Do skip levels
5. Be positive in the face of adversity
6. Give specific feedback
7. Present your vision
8. Bring others on the journey
9. Listen actively no matter the idea
10. Host team connection meetings
11. Communicate with relentless repetition
12. Expect high quality
13. Let the team figure out “how”
14. Celebrate accomplishments
15. Reward behaviors you want to see
16. Treat others how they want to be treated
17. Visit in person
18. Align opportunities with employee interest
19. Encourage dissidence
20. Change your mind
21. Mentor
22. Promote
23. Build confidence in others
24. Give everyone a chance
25. Teach and spread knowledge
26. Focus on the outcomes
27. Care



# Listen To Your Team With Innovation Backlog



Whenever you hear:

*“We talk about it, but we never do anything”*

that’s your signal to move as a leader.



## Survey Roulette





# Developer Engagement Impact



*“Innovation ideas give a sense of ownership for everyone in the team. It is also a way to say out loud that every voice is heard and everyone can work on what they are interested in and contribute to the team at the same time”*

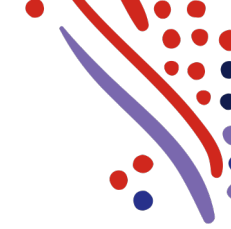
Arun K. - Developer

*“Most important thing that I learned working in this project is, whenever an issue pops up, work as a team to resolve it rather than pointing fingers at each other. ”*

Varun B. - Quality Assurance



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# Engage The Enterprise: Create Frictionless Work



# Finding Your Opportunities

Fuel Your Backlog



- Surveys
- Observations
- Seat Rides
- Recordings
- Internal Collaboration



# 4 Pillars of User Feedback

## Categorizing The Research



Give me a stable  
environment



Make it intuitive to use

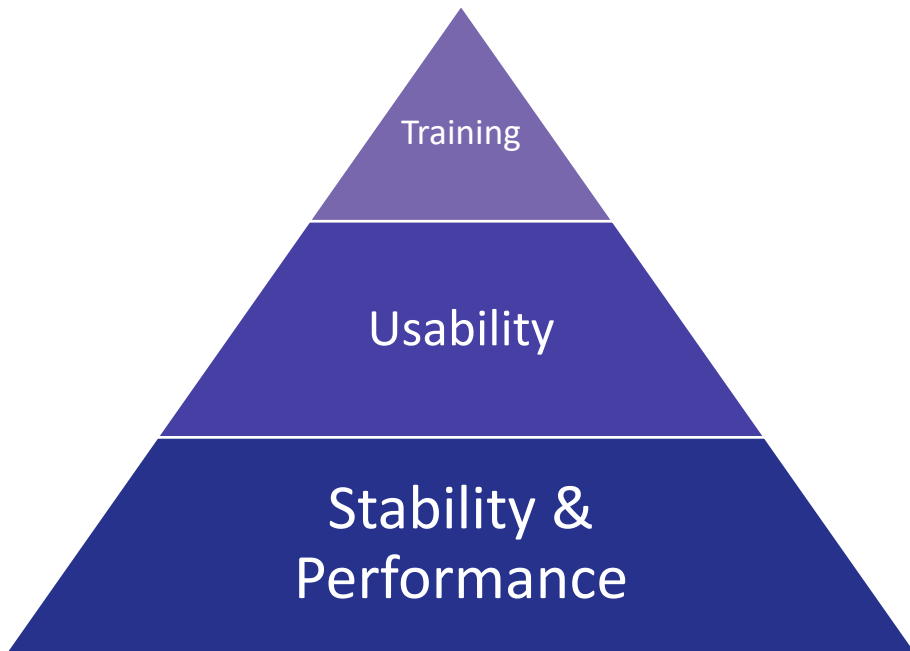


Give me information at  
my fingertips



Teach me to use the app

# Product Hierarchy of Needs



## Other Learnings

- Smaller more frequent deployments create faster feedback, higher quality, more predictability, less date discussions
- Factor in survey timing to release plan
- Feature flags have saved us more than once

# Developer Engagement And Business Impacts



*"Listening to associates pain points and bridging the gap is exactly what our teams are doing. As a result, we made associates UX easier."*

Sejal S. - BU Leader

*"The collaboration between the dev team and the Business has been phenomenal"*

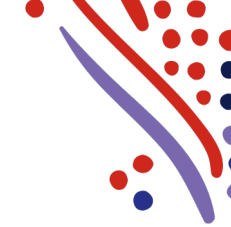
Sejal S. - BU Leader

*"Survey Feedback to me has been very positive, I have personally gotten feedback how appreciated associates are that we as a team are listening to their concerns and making improvements to the application."*

Mike S. - Development Manager



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# Conclusion







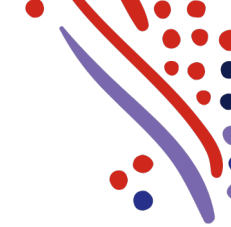
*“To win in the marketplace  
you must first win in the  
workplace.”*

*- Doug Conant  
Former CEO Campbell's Soup*





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# Thank you!

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LinkedIn: Chuck Lafferty

