

HBR.ORG JANUARY-FEBRUARY 2018

# Harvard Business Review

LEADERSHIP 78  
The New  
CEO Activists  
Aaron K. Chatterji  
and Michael W. Toffel

MARKETING 62  
Targeted Ads That  
Don't Overstep  
Leslie K. John, Tami Kim,  
and Kate Barasz

TECHNOLOGY 108  
A Real-World  
Guide to  
Artificial  
Intelligence  
Thomas H. Davenport  
and Rajeev Ronanki



DOUBLE  
ISSUE

# THE CULTURE FACTOR

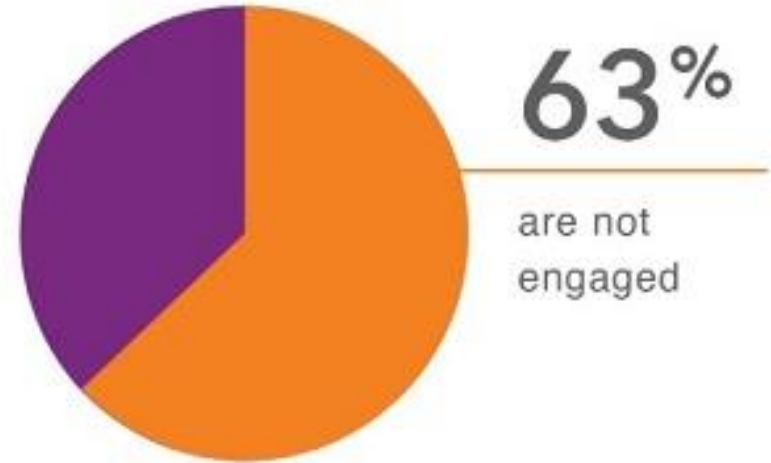
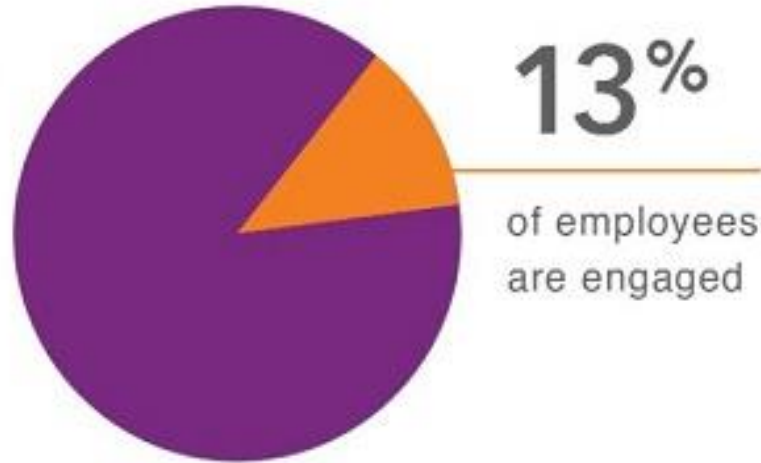
Employee attitudes  
can make or break your  
business. Here's how  
to get everyone moving  
in the right direction.

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As someone  
once said,  
culture eats  
strategy for  
breakfast

# Employee Engagement is at an All-Time Low

*According to a recent Gallup survey:*

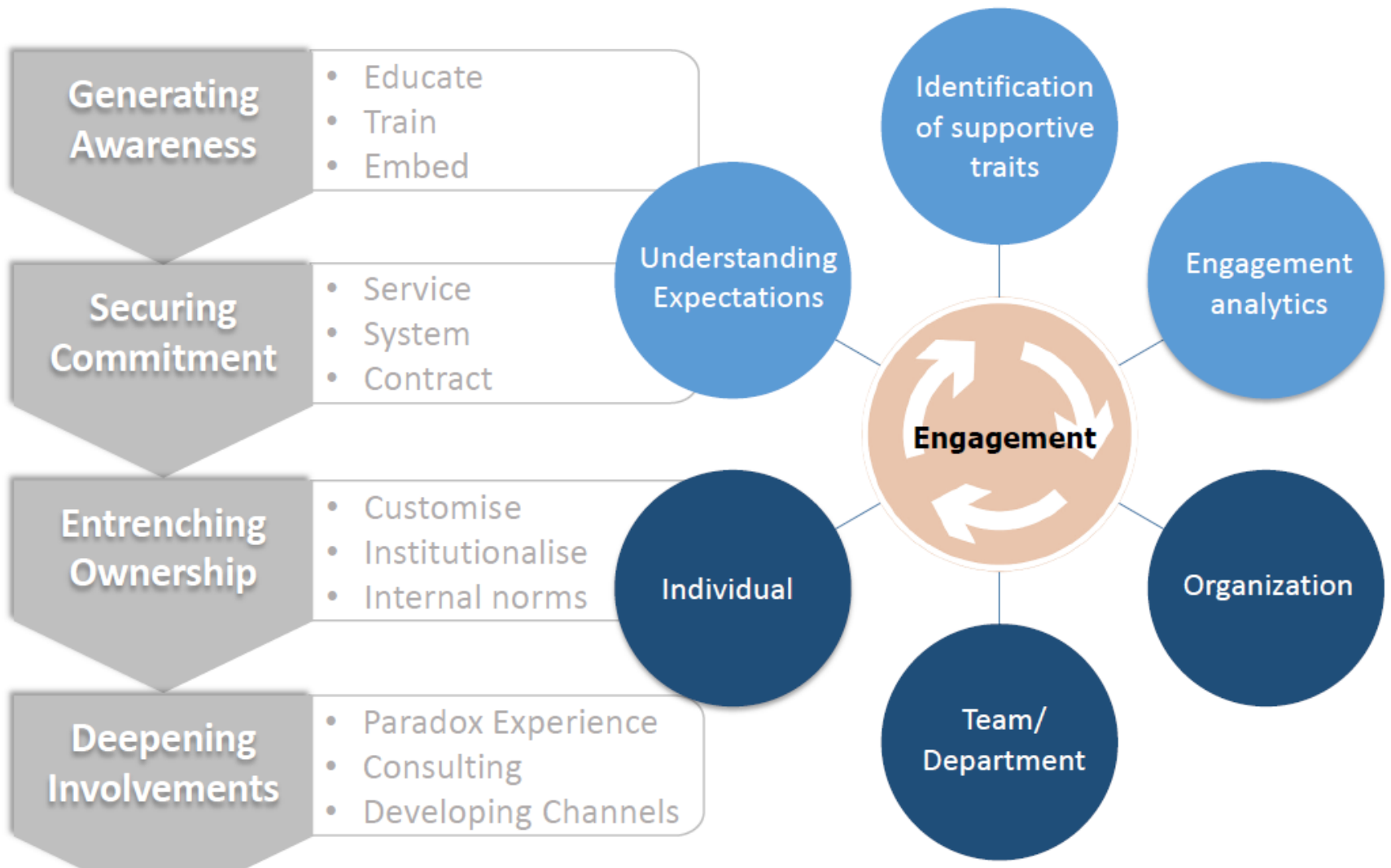


# WHAT DOES ENGAGEMENT LOOK LIKE AT THE INDIVIDUAL LEVEL?

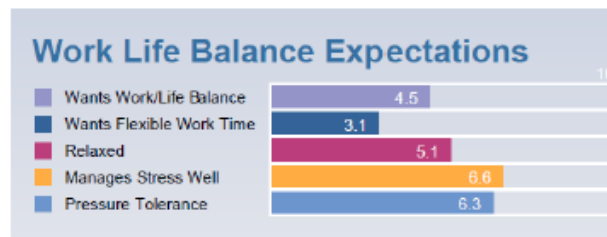
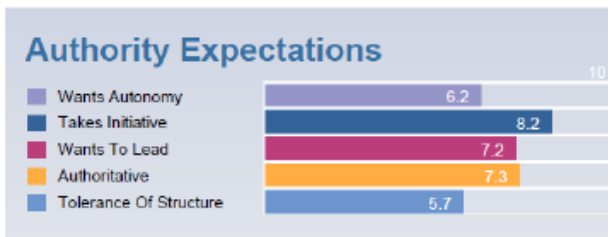
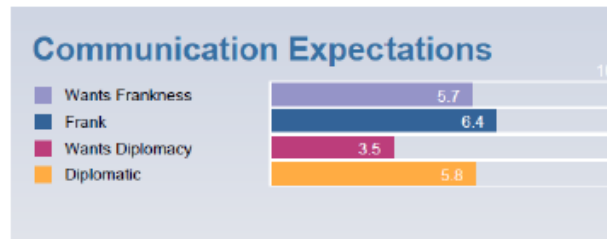
“Engagement is the extent to which employees put **discretionary effort** into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy”

*Towers Perrin definition*

# Engagement



# HARRISON'S ENGAGEMENT RETENTION ANALASYS



- Consists of 8 Areas of Expectations
- Each Area provides in-depth insights into an individual's wants and behaviours which influence engagement and retention
- This guides managerial actions to increase engagement, increase performance and improve business outcome.

**“People don’t leave their  
companies.**

**They leave their managers.”**

# HA STRATEGIC SOLUTIONS PILLARS



Whether you are a CEO or supervisor, the place to start is yourself.

## **Engagement is contagious.**

If you are engaged in what you are doing, people will pick up your excitement and will want to join you.



“Customers will never love your company until your employees love it first.”



- Simon Sinek