

Engaging Members Through Organizational Value Creation

Shelley Brickson


1

Big picture arguments about engagement

- Members are more engaged when:
 - They receive various forms of value
 - They understand the value proposition of:
 - Their organization
 - Their own actions
- Leaders can do a LOT to enhance engagement!

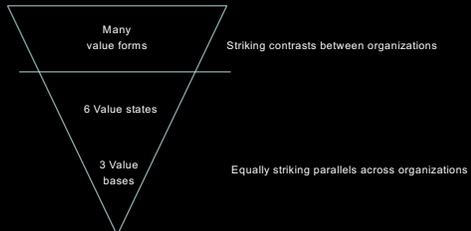
2

PART 1

ORGANIZATIONAL VALUE AND VALUE CREATION

3

What kinds of value do members derive from org membership? Is there underlying dimensionality?



4

Underlying dimensionality – Common value bases

Conditions or assets of physical or physiological value
(see Sewell, 1992)

The subjective appraisal of being deemed socially worthy or appropriate
(Heine, 1999; Leary & Baumeister, 2000; see Donnenwerth & Foa, 1974)

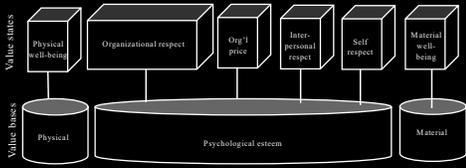
Inanimate assets including both money and goods
(Donnenwerth & Foa, 1974; Sewell, 1992)



Value bases

5

Underlying dimensionality – Common value bases and states



6

Value is co-created in relationship practices.
 Relationship practices reside at different levels.
 Practices at different levels generate different value states.

Level of relationship						
External	D	I	D	I	I	D
Employment	D	D	D	I	I	D
Interpersonal	D			D	D	

7

Leaders should ask themselves – and their people:

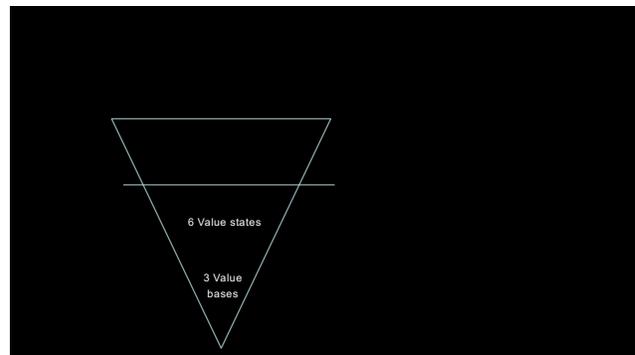
- Value
 - How much of these 6 value states are people receiving?
 - How are value states distributed across groups (e.g., hierarchical, functional, tenure, demographic)
- Practices
 - What kinds of specific practices do and can create value for our people at different levels?
 - What is the *quality* of relationships underlying these practices?
 - How much mutual engagement, respect, and trust (Dutton, 2003)

8

PART 2

THE IMPACT OF ORGANIZATIONAL IDENTITY ON VALUE AND VALUE CREATION

9



10

Org identity shapes the form that the 6 value states take.
 It does this by shaping the nature of relationship practices that create value

11

Organizational Identity Orientation (Typology not Classification)

(Brickson, 2005; 2007, 2013)

Org. Identity Orientation	Salient Org. Traits	Motivation <i>vis-à-vis</i> Stakeholders	Self-Evaluation Comparison
Individualistic	Those distinguishing it from others	Organization's self-interest	Inter-organizational comparison
Relational	Those connecting it dyadically	Particular other's interest	Role comparison
Collectivistic	Those connecting it to a larger whole	Greater collective's interest	Collective contribution, intergroup comparison

12

Law Firm Case Studies

Pure exemplars selected from larger sample of 53 firms

Individualistic firm	Relational firm	Collectivistic firm
<p>Litigation</p> <p>External OI: Among the best at taking risks and winning tough cases</p> <p>Internal OI: Enabling the excellence of top quality self-starters</p>	<p>General practice</p> <p>External OI: Committed to the deep satisfaction of clients' specific needs</p> <p>Internal OI: Ensuring that members are personally and professionally satisfied</p>	<p>Public housing</p> <p>External OI: Changing communities for the better</p> <p>Internal OI: Advancing community and equality among members</p>

13

Divergent Relationship Patterns

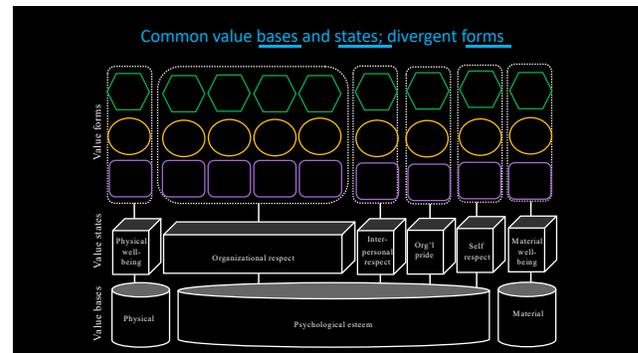
	Individualistic	Relational	Collectivistic
Employment	<ul style="list-style-type: none"> MP handles mundane, committees of one 	<ul style="list-style-type: none"> Exec Com based on deep knowledge of all 	<ul style="list-style-type: none"> Consensus
Relationship Patterns	<ul style="list-style-type: none"> Thrown in, experimentation Circulation of (high) hours, "gentle feedback" on hours Meetings minimized, happy hours Push \$ down, productivity + seniority Organized chaos, early responsibility 2X/year, candid, extensive #s 	<ul style="list-style-type: none"> Expectation to live full life & care, no billables pressure Personal info, on- & off-site events, emails about life Exec Com based on lifestyle + personal needs Long-ten files Yearly, bidirectional, relat-focused 	<ul style="list-style-type: none"> Topical groups Minorities & staff teach others acceptable treatment; reduced but strict billables On-site gatherings 70% equal 30% compressed merit Assign based on workload Infrequent
Decision mkg			
Training			
Socialization			
Info flows			
Benefits			
Work tasks			
Evaluation			

14

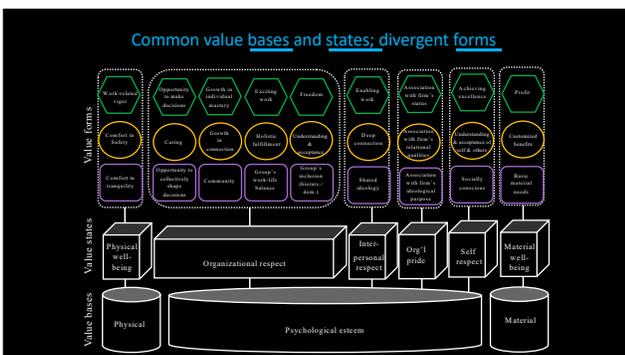
Divergent Relationship Patterns

	Individualistic	Relational	Collectivistic
Employment	<ul style="list-style-type: none"> MP handles mundane, committees of one 	<ul style="list-style-type: none"> Exec Com based on deep knowledge of all 	<ul style="list-style-type: none"> Consensus
Relationship Patterns	<ul style="list-style-type: none"> Thrown in, experimentation Circulation of (high) hours, "gentle feedback" on hours Meetings minimized, happy hours Push \$ down, productivity + seniority Organized chaos, early responsibility 2X/year, candid, extensive #s 	<ul style="list-style-type: none"> Expectation to live full life & care, no billables pressure Personal info, on- & off-site events, emails about life Exec Com based on lifestyle + personal needs Long-ten files Yearly, bidirectional, relat-focused 	<ul style="list-style-type: none"> Topical groups Minorities & staff teach others acceptable treatment; reduced but strict billables On-site gatherings 70% equal 30% compressed merit Assign based on workload Infrequent
Decision mkg			
Training			
Socialization			
Info flows			
Benefits			
Work tasks			
Evaluation			

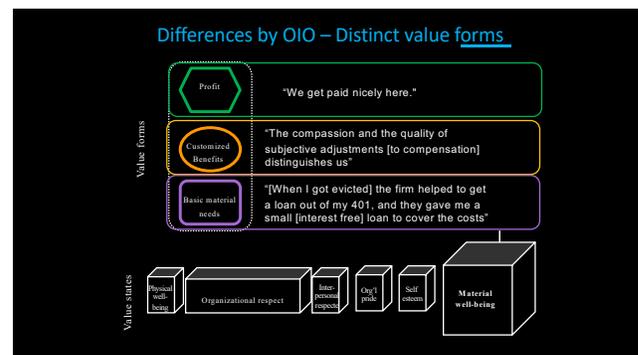
15



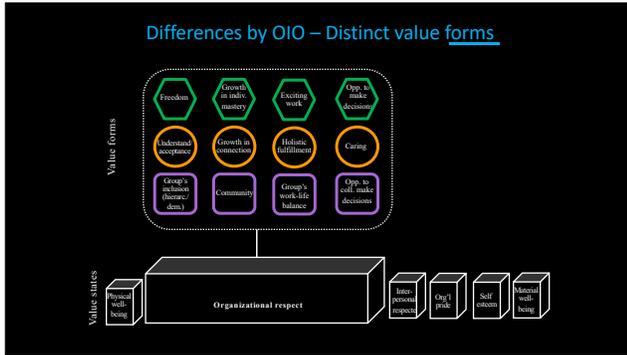
16



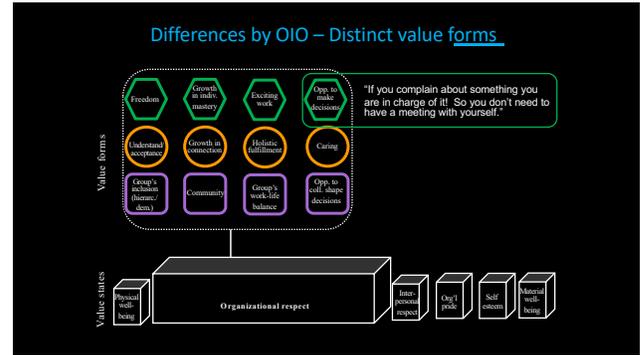
17



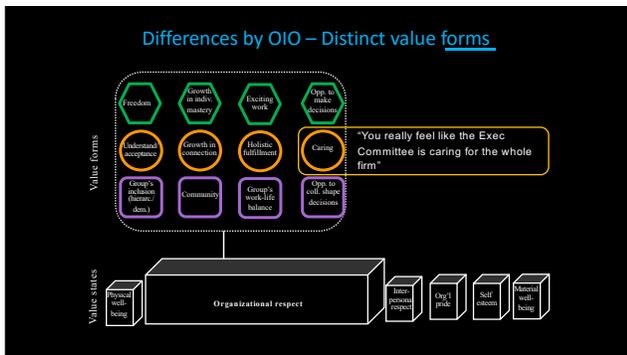
18



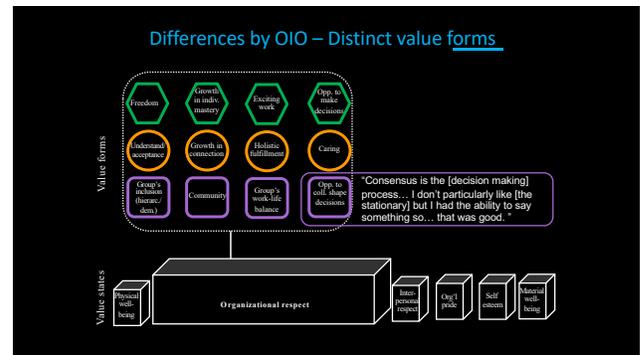
19



20



21



22

- Leaders should:**
- Reflect on / collaboratively crystalize
 - OIO(s)
 - Aspired value forms for each value state that align with OIO(s) (TRADE-OFFS)
 - Examine org practices
 - Are they aligned with OIO and aspired value creation?
 - Do they maximize value creation (relationship quality, clarity, etc)?
 - Communicate to members
 - Org's value proposition (actual and aspired; internal and external)
 - Their role in co-creating value
 - Seek members (and external stakeholders) with aligned identity
 - They will find value in the value forms you are capable of creating
 - They will work hard to co-create ongoing cycles of value

23