

Energy Amplifiers and Diminishers in the Workplace



2023 Annual Members' Forum

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A business of Marsh McLennan



Acknowledgment of Country

In the spirit of reconciliation, I acknowledge the Traditional Custodians of country throughout Australia and their connections to land, waters and community. I pay respect to their elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Intro Mercer Team



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Agenda



1

A few data points to set the scene

2

The emergence of LifeX as the new ‘contract’ between employees and organisations

3

Energy ‘diminishers’ and ‘amplifiers’ – in your context

Trust up – Energy not

Trust in companies to do the right thing for society:

66%
in 2020



82%
in 2022/3



Energy

Percentage of 'energised employees' has **dropped significantly**.

Data overload

34 gigabytes
every single day

5 times more
than 25 years ago

1 day - lifetime

The employee experience is ... often falling short

STRATEGIC CONFUSION

Often employees do not have a clear sense of where their organisation is headed

UNCERTAIN FUTURE

Many are unsure about their future employment and available career paths

INEFFICIENT OPERATIONS

Some are held up by red tape when trying to get their work done



- my job is
- my job is **killing me**
- my job is **boring**
- my job is **meaningless**
- my job is **too stressful**
- my job is **a waste of time**
- my job is **too hard**
- my job is **toxic**
- my job is **too hard for me**
- my job is **killing my soul**
- my job is **pointless**

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)

harness collective energy

Build resilience by leading with values and an adaptive design



Create equitable, transparent and rewarding partnerships



Nurture a healthy workforce with benefits that matter



Meet future work needs with a skills-based organisation



Unlock potential with human-centered work environments

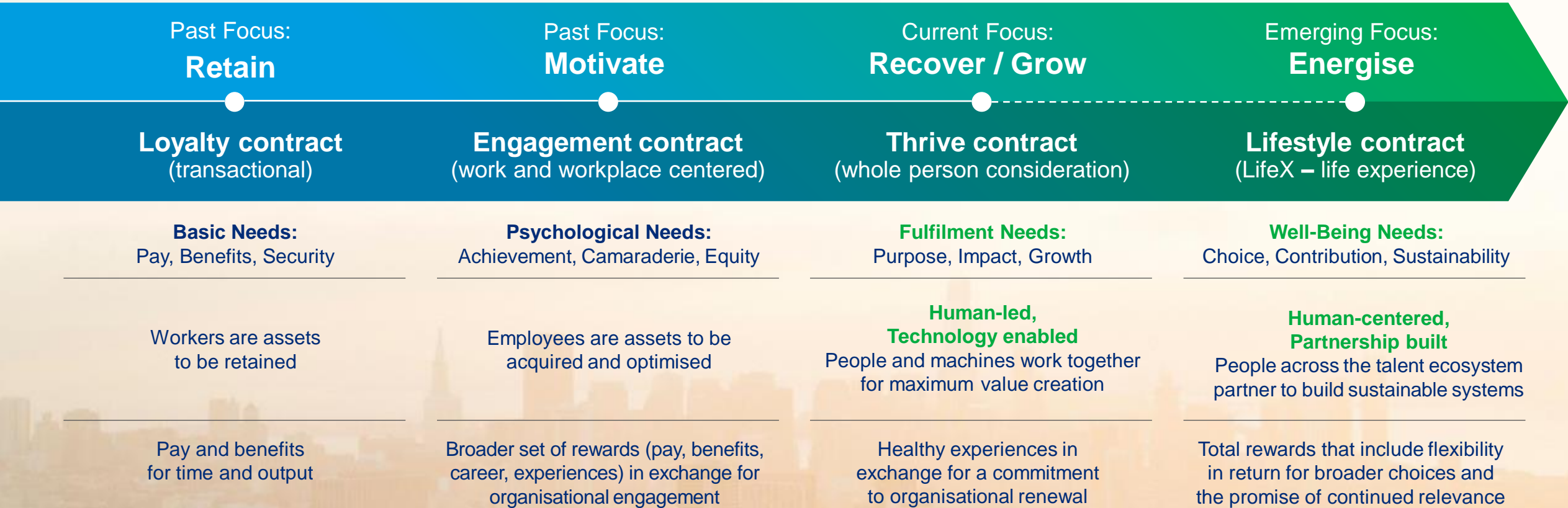


Employees don't want to work **FOR** you, they want
to work **WITH** you.

51%

“When I consider the Future of Work,
I believe it will be **balanced**; that **work will
be redesigned to allow time for family,
hobbies, work, health and learning.**”

What people want from work fundamentally has not changed; how they want to engage with work has



Which 'contract' is most prevalent in your organisation?



On your phone:
Go to **www.menti.com**
Enter code: **2689 5353**



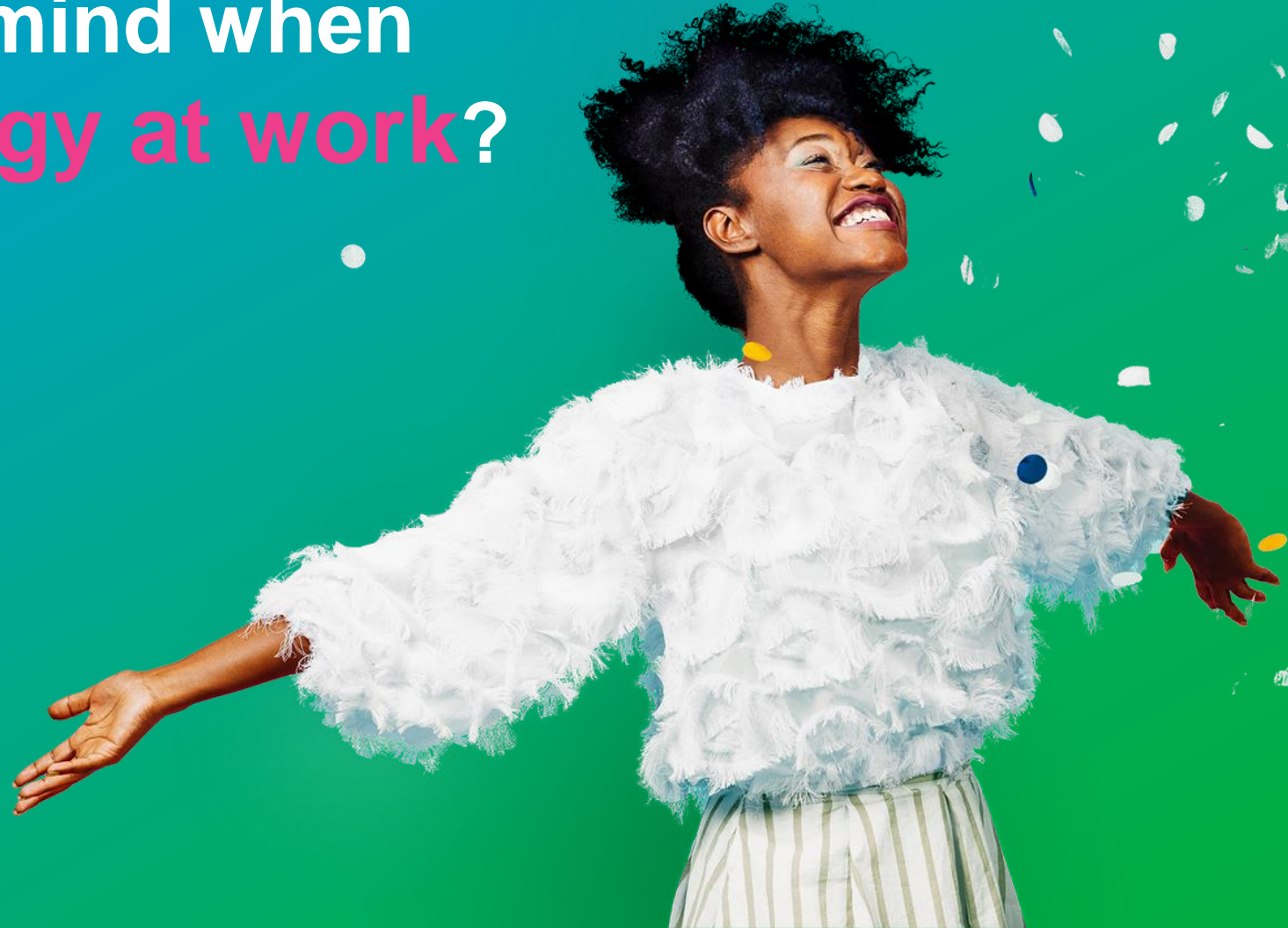
74% of employees who rank their
work energy level at 10
also state that their
“work-life integration is good!”
(rank 8-10).

Menti

What comes to your mind when
you think about **energy at work**?



Or:
www.menti.com
Code:
2689 5353



Energy

The **strength** and **vitality** required for **sustained physical or mental activity.**

Oxford Dictionary



Harnessing organisational energy

The extent to which an organisation has **mobilised its emotional, cognitive and behavioural potential** to pursue its goals.

- ▶ **Intensity** – the degree to which the emotional, cognitive and behavioural potential is **activated**.
- ▶ **Quality** – the extent to which emotional, cognitive and behavioural forces **align with organisational goals and purpose**.

Organisational Energy Matrix



INTENSITY – the degree to which the emotional, cognitive and behavioural potential is activated.

QUALITY – the extent to which emotional, cognitive and behavioural forces align with organisational goals.

Where are you predominantly operating at the moment?



Or:

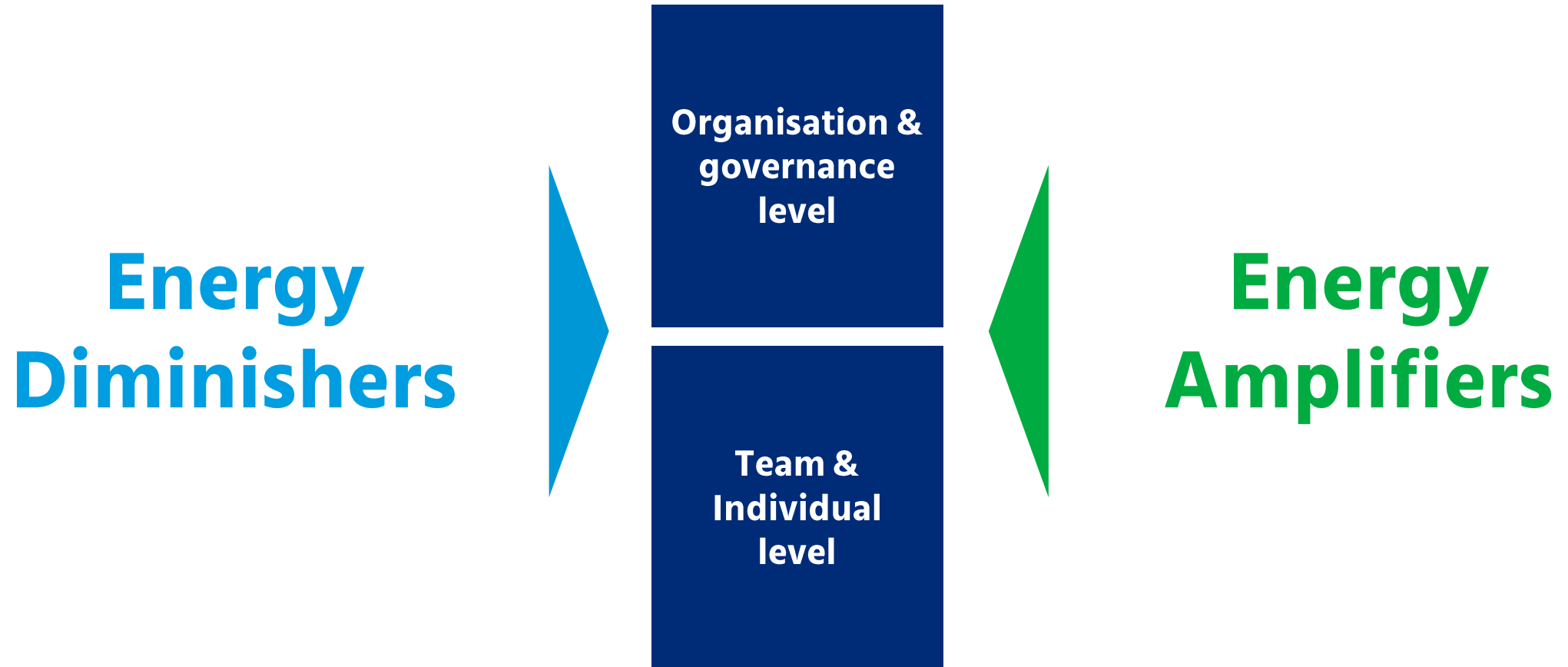
www.menti.com

Code:

2689 5353



Navigating your organisation's 'energy grid'



Navigating your “energy grid” – some examples

Energy Diminisher

- **Inconsistent OD and inefficient internal and external stakeholder & change management**
- **Limited cross-BU / cross-function / market / partner input**
- **Lack of attention / action on diversity and equity matters** in hiring, acquisitions, well-being and internal pay / promotions

Organisation & governance level

- **Lack of complementarity of skills and experiences** to deliver outcomes
- **Over-emphasis** on either short-term or long-term objectives
- **Ego-centred leadership** and siloed-mentality gone unchecked – more ‘takers’ than ‘connectors’
- **Job security is shaken** through poor messaging / coaching
- Job and work design allows **little time or rhythm to recharge and forward think / create beyond current job**

Team & Individual level

Energy Amplifier

- **Org design that supports value creation**, enabled by frictionless technology
- **Networked partnerships** with strong interface design / voice
- **Governance of career velocity** and clarity on the **impact of AI/tech on skills, jobs & future employability**

- **Clear team purpose with metrics that support multi-stakeholder success** (total well-being and work)
- **Diverse teams with complementary skills** aligned around a value proposition and ways of working (rhythm / practices)
- **‘Connectors’ are valued & supported** to leverage networks inside & outside of the organization
- **Deep understanding of individual’s “sources of joy and energy”** (incl. purpose) **in their context**
- **Action taken to align individual’s skills /contribution / passions to enhance their LifeX**

Discussion in groups

What are your experiences with energy **amplifiers** and **diminishers**

- in your work?
- in your organisation?





1 Choice

2 Lab mindset

Self-Assessment Tool

Let's stay connected

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