

Listen up!  
The Talent Dialogue  
approach to employee  
engagement



# Contents

- 1 Preface: The chemistry of talent
- 2 Why employee engagement surveys aren't enough
- 3 Talent Dialogue: To drive engagement, be engaged
- 6 Getting the dialogue going
- 10 Putting it all together
- 12 Endnotes
- 13 Contacts

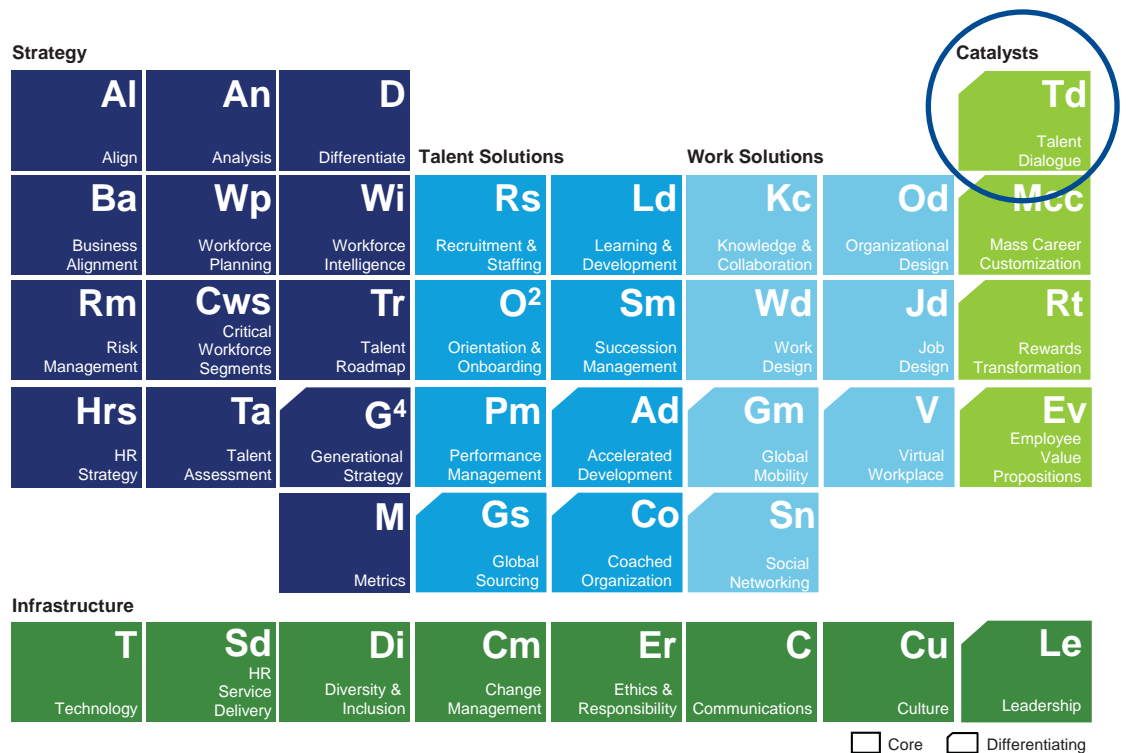
# Preface: The chemistry of talent

For many organizations today, the importance of managing talent is no longer an abstraction – it’s an all too pressing reality. Even in the current economy, business leaders are searching for solutions that can help them continue to attract, retain, and engage key talent in an increasingly competitive environment. But though it can be tempting to jump right in and start fixing things, it’s essential to first develop a foundation of facts that can help you put the right elements together in a winning combination.

Talent Dialogue is our recommended approach for companies seeking those facts from the most reliable source of all – their own employees. Using the Talent Dialogue approach, an employer establishes a systematic, ongoing dialogue with its employees to better understand their views and expectations about the employment experience. Unlike point-in-time employee engagement surveys that offer little

opportunity for interaction, you use a variety of tools with Talent Dialogue, including social media platforms as well as more traditional forums such as interviews, focus groups, and surveys, to facilitate two-way conversation and enlist employees’ active involvement in shaping the organization’s talent management strategies.

For all the talk today about the importance of listening, it’s not easy to do it well, especially when it comes to talent management. It’s about more than asking questions; it’s also about listening for opportunities. The Talent Dialogue approach can help organizations do both. We view the Talent Dialogue approach as an essential element in the chemistry of talent – a catalyst for engagement that can help drive exceptionally strong differentiation and a competitive advantage in attracting and retaining top talent.



As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

# Why employee engagement surveys aren't enough

We're going to open with a statement It's time to be more proactive about understanding employees' preferences, needs, and wants. It's time to take employee engagement to the next level: beyond the survey.

Designed to assess engagement levels or commitment to an organization, employee engagement surveys are at the heart of many companies' engagement feedback strategies. While engagement surveys can be useful tools for gathering input, companies often seek to assess their responses relative to baseline benchmarks. Few companies would base their customer strategies and programs on an annual survey and a review of how they compare to industry averages. Why then do so many companies continue to rely so heavily on employee engagement surveys as the foundation – often the solitary tool – for engaging and understanding the workforce concerns of the multiple generations of talent in their organizations?

Quite frankly, we're not sure. While we recognize the value of employee surveys, we're a little surprised that they remain the "go-to" approach for tapping employee opinions. We understand why this may have been the case a decade ago, but we believe it's no longer the case today. The convergence of new technologies and cultural evolution now makes possible an emerging superior approach – one that can provide specific insights into the drivers of engagement and help continually refine that insight through ongoing two-way communication. We call this approach "Talent Dialogue."

## Engagement matters

Why do companies even need an employee engagement strategy? In a nutshell, because organizations with engaged employees outperform organizations with less-engaged employees, sometimes by a considerable margin. The evidence for this effect is overwhelming: To cite just one recent study, a 2007 study by Allegiance, an enterprise feedback solutions company, found that increasing employee engagement had a direct effect on customer engagement, which led to increased sales and profits.<sup>1</sup>

Unfortunately for many businesses, employee engagement is the exception rather than the rule. One 2009 Gallup study found that 71 percent of U.S. employees are either passively or actively disengaged, putting in just enough energy and effort on the job to get by.<sup>2</sup>

We believe that results like these make a clear business case for an effective employee engagement strategy. Without a concerted effort to combat the disengagement so prevalent among today's workers, a company is at high risk of losing out to competitors that actively cultivate such engagement to help drive outstanding marketplace performance.

# Talent Dialogue: To drive engagement, be engaged

“When people really believe their voice counts, a critical mass for change spontaneously emerges. But in companies that lack interactive discourse, it’s harder to mobilize the energy and the innovation required to reverse sagging fortunes.”<sup>3</sup>

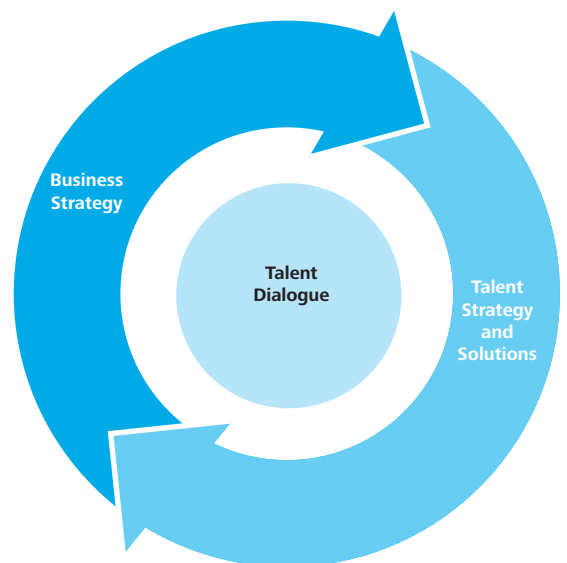
When companies develop new services and products, they almost always start by listening to their customers. They take their ideas out into the world and ask for feedback anywhere they can find it. They do extensive market research, listening carefully for ideas that can make their goods or services more marketable. They are tuned in to possibilities, react quickly to changing environments, and invest in Customer Relationship Management. In short, they’re customer-centric: They know that developing a salable product depends crucially on their ability to understand and address their customers’ needs.

When it comes to talent and the workplace, however, many organizations don’t even pretend to listen, let alone pursue extended conversations. Even highly successful companies often limit their formal efforts to an annual engagement survey. This, they reason, is enough to get the job done – and besides, it would be too cumbersome and too expensive to do more. Right?

Wrong. And wrong. The reality is that today’s diverse workforce, which includes employees from four generations and the full spectrum of global cultures and backgrounds, needs a more refined “market research” approach than many companies realize. Further, a survey – a series of simple questions and answers that yield a depersonalized compilation of percentages and charts – neither gives employers the ability to explore the views of individual employees, nor employees the sense that their voice is being heard. The feeling of having an impact

is vitally important to employee engagement, and while a survey may be better than nothing, many employees believe that their single anonymous opinion will only be lost among the mass of responses. Moreover, in our experience, employee engagement survey results have a reputation for being set on a shelf and never acted on or revisited. This not only decreases employees’ motivation to participate, but can actually detract from any engagement generated from having a feedback forum at all.

The idea of Talent Dialogue, in contrast, is to maintain an ongoing, interactive process of feedback and communication between an organization and its employees. Through the Talent Dialogue process, employees and employers share their needs, preferences, and goals with each other on a real-time basis. Employers can gain a better understanding of what employees value and why, which can inform the development of total rewards programs and other workplace initiatives specifically designed to enhance employee engagement. Employees, in turn, can gain a better understanding of what the company needs and expects from them, as well as the sense of having a real say in how the business is run.



Beyond improving the quality of information exchange, the Talent Dialogue process can itself increase engagement by helping employees feel included in decisions in which they have a vital stake: their rewards, their careers, and their work environment. In fact, using the Talent Dialogue approach can help foster an overall culture of engagement based on a long-term commitment by management to seeking and considering employee feedback. Even though management won't always give employees everything they want, the mere fact that a dialogue has taken place can help make employees more likely to accept management's decisions.

We think that most companies can plausibly establish a meaningful level of Talent Dialogue with an investment comparable to the cost of administering, analyzing, and interpreting a typical employee engagement survey. Thanks to strides in social media and interactive technologies, cost-effective options abound for companies seeking to establish scalable dialogue with their employees. From a bottom-line perspective, moreover, the business benefits of Talent Dialogue can be well worth the initial investment. It's estimated that using employee feedback increases a company's market value by 1.3 percent<sup>4</sup> – and that's just from using standard engagement surveys. It's entirely reasonable to think that the richer, deeper interaction from Talent Dialogue can drive even greater benefits.

**High-touch dialogue = High engagement**

### **Fostering engagement now can help drive competitive advantage in the upturn**

A tough economy doesn't mean that business leaders can relax with respect to employee engagement. It's a historical fact that voluntary turnover rates rise as unemployment rates decrease and consumer confidence improves.<sup>5</sup> This means that companies can expect higher attrition when the economy starts to recover – and the hardest hit will likely be companies whose employees have become most unmotivated, unattached, and disengaged during the downturn.

This projected labor market dynamic can give proactive companies the opportunity to seize competitive advantage as they plan for the upturn. Business leaders may not be able to avoid cutting headcount, freezing salaries, or making other necessary changes in their efforts to survive the downturn, but they can strive to do so in a way that preserves their trustworthiness and credibility among the surviving employees. Trust can help keep employees supportive of their organization even when the organization's decisions are unfavorable,<sup>6</sup> which may help keep them more productive during the recession as well as reduce turnover during the recovery.

Because timely, honest communication can be one of the most effective ways to build employee trust,<sup>7</sup> now might be an excellent time to consider starting Talent Dialogue with your people.

Though Talent Dialogue may eventually make employee engagement surveys redundant, companies that aren't ready to give up surveys just yet can still incorporate them into their overall Talent Dialogue strategy. One approach might be to reallocate resources to a 10 percent investment in the survey – which can help define the broad scope of the engagement effort – and a 90 percent investment in Talent Dialogue, which refines management's understanding of the problems and enlists employees' help in developing solutions. This multilayered approach should produce much better results for engagement, and ultimately the bottom line, than relying on surveys alone.

One long-standing practice to be wary of, however, is the use of external benchmarks as the standard against which to measure one's own human resource programs. While benchmarks can be useful, they focus attention on the wrong thing: what *other* companies, with different employees, issues, and strategic priorities from one's own, are doing in a relatively limited range of areas. Rather than uncritically seeking to match marketplace benchmark, leaders often could do better by focusing on identifying and addressing the issues that can make a difference to their own employees in the context of their *own* business goals. Being behind a particular benchmark may well be fine if that area doesn't significantly affect engagement or align with business priorities – and a complete Talent Dialogue strategy can allow companies to take those factors into account. In fact, much of a company's Talent Dialogue investment should go towards analyzing employee feedback to give leaders the information they need to build effective solutions.



# Getting the dialogue going

The mechanics of Talent Dialogue can often be readily implemented using tools and processes you already maintain. But before you do that, it's essential to first figure out what you want to talk about and what you're planning to do with the information.

The first step in launching Talent Dialogue should be to define a Talent Dialogue strategy that includes specific Talent Dialogue objectives and a plan for analyzing, responding to, and using the information it generates. As part of the strategy, leaders should segment the Talent Dialogue audience (see sidebar), address where dialogue fits within business and functional units, and allocate the resources necessary for operating and maintaining the dialogue. It's also vital to monitor and track Talent Dialogue activities to refine and continuously improve the approach.

Once the strategy is in place, a company can jumpstart the dialogue with what we call "Dialogue 1.0" – pursuing Talent Dialogue through the tools, processes, and vehicles it already has in place for interacting with its employees. Some of these tried-and-true communications forums include:

- Coaching
- Exit interviews
- Focus groups
- Interviews
- Information gathered at employee enrollment or election points roundtables
- Councils
- Surveys

## Targeting Talent Dialogue

Just as a company targets particular customer segments with its products or services, an effective Talent Dialogue strategy should target "critical workforce segments" – employees and leaders who are hard to find, hard to replace, and/or drive a disproportionate amount of enterprise value. The reason: An organization can't be all things to all people – and if the choice needs to be made, investments in employees who are more central to value creation will improve performance more than comparable investments in other employee populations.

This doesn't mean that you should ignore employee groups who don't qualify as "critical." (Indeed, doing so can be one of the best ways to turn them "critical" in both senses: They'll criticize you for leaving them out of the dialogue, and their dissatisfaction with this may make them more likely to leave.) Rather, Talent Dialogue seeks to engage with *all* employees – but the topics of discussion, and management's resulting actions, should be weighted toward the concerns employees whose engagement is needed most. Segmenting the employee base in this way can help a company boost its return on investment even further above that of a relatively undifferentiated engagement survey.

---

“Open communication comes in many forms. But the form is not important here. What is important is a philosophy of openly sharing and trusting others with critical information. Everyone communicates – some more openly than others. The greater the sharing, the greater the rewards for employees and corporation.”<sup>8</sup>

The next level of Talent Dialogue, “Dialogue 2.0,” supplements Dialogue 1.0 by using social media mechanisms, enabled by modern communications technologies, to help knit employees and employers into an evolving, interactive community. (Table 1 on page 9 gives a sampling of social media mechanisms that are popular today, along with some considerations for their use in Dialogue 2.0). As a platform for Talent Dialogue, social media tools have several advantages over many of the Dialogue 1.0 mechanisms: They’re more economical to deploy on a large scale; they’re available 24/7, so employees can engage in dialogue at their convenience; they’re collaborative, allowing employees to interact with each other as well as with management; and they’re flexible. Most of all, as evidenced by the popularity of sites such as Facebook, LinkedIn, and MySpace, many employees have already embraced social networking in their personal lives and would likely find it natural to engage in it at work as well, discussing and providing feedback that is more targeted at their employment experience.

At many companies, the technology to enable Dialogue 2.0 may already exist or be under construction. In a recent survey, more than three-fourths of executives say they plan to maintain or increase investments in social networking, blogs, wikis, and other technologies that encourage peer collaboration.<sup>9</sup> Companies whose in-house IT infrastructures cannot support certain social media tools can turn to a growing number of vendors to design, implement, and even host their Talent Dialogue platform. Certain consumer platforms can be a viable option for some companies as well, allowing them to test-drive Talent Dialogue before or while building an internal corporate platform. The feedback is out there however, and the challenge for companies is to figure out how to capture, analyze, and use it.

#### **Setting the boundaries**

One caution regarding the use of social media technologies is that they can make it easy to share information in inappropriate as well as appropriate ways. For example, people may intentionally or unintentionally post content that constitutes sexual harassment, violates confidentiality agreements, or otherwise exposes the company to legal action or puts leadership in an awkward position. It’s important for employers using these technologies to strike a balance between managing the risks of too-untrammelled communication and maintaining the freedom for employees to honestly express their ideas and opinions.

Whether your initial efforts rely primarily on Dialogue 1.0, Dialogue 2.0, or a mix, some general principles to consider that could help strengthen the results:

- Use multiple approaches. People who hate filling out surveys may be avid bloggers and message board readers. Employees skeptical about posting to an online forum may be amenable to sitting on a live or tele-/videoconference focus group. Consider which tools and methods are most appropriate for particular audiences and objectives, and combine them in a way that allows you to reach the people you want to reach in a way that works for them.
- Consider your employees' adoption of and comfort with technology. A company where almost everyone spends their working hours at a computer with e-mail and the Internet will find Dialogue 2.0 easier to implement than one where most of the work is done "unplugged."
- Rely on continuous feedback from employees instead of intermittent spot checks. Build Talent Dialogue into how you do business so that it helps you anticipate and plan for workforce issues.
- Respond to employees' views in a timely manner, even if it means admitting you're not sure about something. This can represent a major change for leaders who believe that it's better to keep things quiet until decisions are set in stone.
- Ask "What if?" questions with scaled responses that allow you to crunch the data more reliably. Avoid fuzzy questions that are open to a lot of interpretation.
- Keep improving. Refine your questions to build on answers already received.

### **The power of social networking: Best Buy**

Blue Shirt Nation, Best Buy's employees-only social network, wasn't meant to be a window into employee opinions and viewpoints. But that's what it became as it grew from its origins as a forum for ad campaign development to a sprawling, multifaceted online community with 14,000 employees logging in each month. Although employees use the board to discuss everything from video games to photography, most of the conversation focuses on the experience of working for Best Buy – and company leaders are listening.

Take the time that Best Buy executives changed its employee discount policy. The changes sparked a torrent of commentary on Blue Shirt Nation, one of whose members wrote, "Don't like the changes? Let your opinion be heard! ...We may not be able to stop the change from happening, but we can definitely let our company know exactly how displeased we are about it." Three days later, management posted a reply: "We heard you. You made it very clear how valuable the employee discount is, and based on that feedback we have decided NOT to change it." Thanks to Blue Shirt Nation, executives got an inside view of just how important the discount was to employee engagement and decided that it was better for business to keep the program in its original form.

Blue Shirt Nation not only gives employees a platform for grass-roots action, but also helps business leaders find both ideas and talent that they otherwise might never have come across. For example, in summer 2007, an employee named Ashley was invited to a Best Buy women's leadership forum, where she spent four hours discussing improvements to the business with "someone named Kal." Later, Ashley discovered that "Kal" was Kal Patel, Best Buy's EVP of strategy. Ashley recalls, "He saw my posts on BSN and said to his assistant, 'I need to meet that girl!'"

Even though Best Buy doesn't call it Talent Dialogue, both of these examples illustrate Talent Dialogue in action – an interactive feedback loop between employees and management, using Best Buy Nation as the enabler, that helps both parties understand what the other wants and expects and guides appropriate actions to strengthen employee engagement.<sup>10</sup>

**Table 1. A sampling of social media tools**

Social media type	Consumer and enterprise examples	Description	Talent Dialogue Value	Employee engagement value	Other value	Limitations and shortcomings
<b>Wikis</b>	<ul style="list-style-type: none"> <li>• Wikipedia</li> <li>• Atlassian</li> <li>• SocialText</li> <li>• MediaWiki</li> <li>• MindTouch</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative Web sites that allow users to easily create and edit content, drawing on the combined knowledge of its users</li> </ul>	<ul style="list-style-type: none"> <li>• Wikis can be used for open collaboration on the detailed design of an employee engagement strategy or solution</li> </ul>	<ul style="list-style-type: none"> <li>• Employees contributing to a corporate wiki for this purpose not only feel but know that their input is being used to drive a solution that will affect their employment experience</li> </ul>	<ul style="list-style-type: none"> <li>• Wikis can be used to collaboratively develop business solutions in other areas in addition to talent and employee engagement solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees can become disengaged if their contributed content is overwritten by another user or edited by an administrator</li> </ul>
<b>Social networking</b>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• MySpace</li> <li>• LinkedIn</li> <li>• Awareness</li> <li>• Jive Software</li> <li>• Communispace</li> <li>• Microsoft SharePoint</li> </ul>	<ul style="list-style-type: none"> <li>• Technology that allows users to leverage personal connections to link to and communicate with friends, family, colleagues, or others with similar interests</li> </ul>	<ul style="list-style-type: none"> <li>• An appropriately designed, well-trafficked enterprise social network allows employees to share their ideas and opinions in their personal page or through group/ community involvement</li> <li>• Leaders can not only see employee dialogue but also interact directly with employees themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Social networking can enhance employee engagement by creating a sense of community and enabling employees to connect with and share ideas with colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks can enable people to discuss topics outside of employee engagement and talent programs</li> <li>• Social network design can provide a knowledge-sharing and knowledge management solution</li> <li>• Social networks can help employees or managers find knowledgeable people in other parts of the business and get questions answered quickly</li> </ul>	<ul style="list-style-type: none"> <li>• As content is posted and not necessarily directly provided to leadership, a monitored social networking site can create employee angst about sharing or voicing opinions</li> <li>• Requires appropriate design for the desired functionality as enterprise or corporate social networks can vary greatly.</li> </ul>
<b>Blogs</b>	<ul style="list-style-type: none"> <li>• Blogger</li> <li>• Six Apart</li> <li>• Automattic</li> </ul>	<ul style="list-style-type: none"> <li>• Simple online journal entries or update messages that support text, photos, or video</li> </ul>	<ul style="list-style-type: none"> <li>• Blogs allow employees to directly provide unchallenged perspectives to an organization on employee engagement programs and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Blogs give employees the opportunity and channel to voice their opinions and ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate blogs can be used as executive or leadership communication vehicles</li> <li>• Blogs can also be used to provide status updates on corporate initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• There is no not guarantee that the ideas in blogs are read or considered</li> </ul>
<b>Presence and micro-blogging</b>	<ul style="list-style-type: none"> <li>• Twitter</li> <li>• Automattic</li> <li>• Yammer</li> <li>• SocialCast</li> </ul>	<ul style="list-style-type: none"> <li>• Very lightweight and portable software which allows users to share their immediate thoughts by publishing brief text updates, typically via the Web, text messaging, IM, or email</li> </ul>	<ul style="list-style-type: none"> <li>• Similar to a blog, a microblog allows employees to directly provide unchallenged perspectives or updates to an organization that can be actively followed and/or monitored by leadership</li> </ul>	<ul style="list-style-type: none"> <li>• A corporate microblog can help engage employees who find value in providing status updates and monitoring or following other employees as a sense of connectedness</li> </ul>	<ul style="list-style-type: none"> <li>• Like blogs, a microblog can serve as a communication vehicle for leadership and/or program updates</li> <li>• The very short microblog format and the portability of the technology, which allows people to broadcast thoughts quickly and easily, lowers the barrier to entry that a longer blog format might present</li> </ul>	<ul style="list-style-type: none"> <li>• Unlike a blog, a microblog only provides space for a small snippet of information, limiting a company's ability to provide detailed information and to gather and analyze substantive employee feedback</li> </ul>

# Putting it all together

---

“The challenges of speed, quality, and global reach, which require trust, also have precipitated distrust, through corporate restructuring, downsizing, and fundamental violations of the psychological contracts connecting individuals with organizations... Bringing these conditions together, we see that the challenges of the modern global marketplace center on the simultaneous management of trust and distrust in a hostile environment in which individuals may be just as inclined to distrust as they are to trust.”<sup>11</sup>

Companies today can't afford to ignore the voices of their employees. The global talent crunch is creating a seller's market for talent with scarce skills, while modern communications technologies give the masses greater visibility and influence than ever before. In a highly networked world, employee feedback is a given; the only choice for employers is whether to fear it as a threat or leverage it as an opportunity.

Talent Dialogue is one way that companies can turn the accelerating phenomenon of real-time, interactive communication to their own business advantage. It offers employers the chance to build trust with their critical audiences now, rather than as a reaction to the pressure of the masses later on. It can be a game-changing strategy for businesses looking to differentiate themselves in an increasingly difficult talent market. Engaging in constructive dialogue with your employees can open up new ideas and create an exciting forum for collaboration, not just about what they think about the workplace and their jobs, but what they are seeing on the ground as they interact with your customers. It can give every employee the feeling that they have a voice in how the business is run. And that is the true value of dialogue: Being heard, making a contribution, and feeling engaged.

A well-managed dialogue between critical talent and business leaders is an essential way of getting the insights you need for strategic workforce planning. After all, your employees are the ones doing the work. They're the ones trying to balance their lives and careers, and they're the ones you depend on to deliver enterprise value. Listen to them. Get the facts. Understand them. And act.

### Talent Dialogue for enterprise transformation

As a tool for understanding employees' views and driving greater engagement, Talent Dialogue can be of value in more areas than informing and driving an organization's overall talent management strategy. Proactive organizations can apply the concepts and approach of Talent Dialogue within a larger transformation initiative as well (e.g., a merger, restructuring or large technology project). Engaging in Talent Dialogue focused on such changes can help companies not only foster employee buy-in, but also improve the initiative's ROI by seeking input from employees and developing an approach that better meets their needs and wants.

Deloitte's research and experience suggest that people and organizational issues are among the most significant challenges in any transformational change. Establishing an open dialogue with employees throughout the process can help companies better manage the impact on its people and make a smooth transition to the new state of higher productivity. As employees participate in dialogue about the change, they can contribute useful insights to the design of the change program itself; they become more informed about, committed to, and prepared for the change; and they gain a further level of commitment to the organization as a whole. In this way, we believe Talent Dialogue can add value to any organizational transformation or initiative.



# Endnotes

- <sup>1</sup> Gary Rhoades, *The Spillover Effect: Recognizing and managing this single business principle can provide organizations with millions in extra profits*, Allegiance, 2008.
- <sup>2</sup> Curt Coffman, "The High Cost of Disengaged Employees", *GALLUP Management Journal*, May 1, 2009 <<http://gmj.gallup.com/content/247/High-Cost-Disengaged-Employees.aspx>>
- <sup>3</sup> Richard Luecke, *Managing Change and Transition*, Harvard Business School Press, 2003 p 27.
- <sup>4</sup> Watson Wyatt, "Effective Employee Communication Linked to Stronger Financial Performance," www.HR.com, November 8, 2005 <<http://www.hr.com/SITEFORUM?&t=/Default/gateway&i=1116423256281&application=story&active=no&ParentID=1119278002800&StoryID=1132067909608&xref=http%3A%2Fwww.google.com%2Fsearch%3Fq%3DEffective+Employee+Communication+Linked+to+Stronger+Financial+Performance+%26ie%3Dutf-8%26oe%3Dutf-8%26aq%3Dt%26rls%3Dorg.mozilla%3Aen-US%3Aofficial%26client%3Dfirefox-a>>
- <sup>5</sup> Bill Chafetz, Robin Adair Erickson, and Josh Ensell, "Where did our employees go? Examining the rise in voluntary turnover during economic recoveries," *Deloitte Review*, Deloitte Development LLC, 2009 (in press).
- <sup>6</sup> Joel Brockner, Phyllis A. Siegel, Joseph P. Daly, Tom Tyler, and Christopher Martin, "When trust matters: The moderating effect of outcome favorability," *Administrative Science Quarterly*, 1997, Vol. 42.3, 558-583, cited in Robin Adair Erickson and Michael E. Roloff, Northwestern University, Evanston, Illinois, USA, "Reducing attrition after downsizing: Analyzing the effects of organizational support, supervisor support, and gender on organizational commitment," *International Journal of Organizational Analysis*, 2007, Vol. 15.1, 35-55.
- <sup>7</sup> Bill Chafetz, Robin Adair Erickson, and Josh Ensell, "Where did our employees go? Examining the rise in voluntary turnover during economic recoveries," *Deloitte Review*, Deloitte Development LLC, 2009 (in press).
- <sup>8</sup> Keith Denton, "Open communication - importance of effective communication systems in corporations; General Electric Co. and Cypress Semiconductor Corp. case studies", *Business Horizons*, May 1, 2009 [http://findarticles.com/p/articles/mi\\_m1038/is\\_n5\\_v36/ai\\_14723295/?tag=content;col](http://findarticles.com/p/articles/mi_m1038/is_n5_v36/ai_14723295/?tag=content;col) (accessed May 1, 2009).
- <sup>9</sup> Jacques Bughin and James Manyika, "How businesses are using Web 2.0," *McKinsey Quarterly*, McKinsey & Company, 2007.
- <sup>10</sup> Charlene Li, and Josh Bernoff. *Groundswell: Winning In A World Transformed By Social Technologies*. Harvard Business Press. © 2008. Books24x7. <[http://common.books24x7.com/book/id\\_27116/book.asp](http://common.books24x7.com/book/id_27116/book.asp)> (accessed May 8, 2009).
- <sup>11</sup> Roy J. Lewicki, Daniel J. McAllister, and Robert J. Bies, "Trust and distrust: new relationships and realities," *Academy of Management Review*, 1998, Vol. 23.3, 438-458, cited in Robin Adair Erickson, "Here today but what about tomorrow? Retaining downsizing survivors," Deloitte Consulting LLP, January 2009.

# Contacts

**Jeff Schwartz**

Global Practice Leader  
Organization and Change  
Deloitte Consulting LLP  
United States  
+1 703 251 1501  
jeffschwartz@deloitte.com

**Andy Liakopoulos**

Practice Leader, Talent Strategies  
Organization and Talent  
Deloitte Consulting LLP  
United States  
+1 312 486 2777  
aliakopoulos@deloitte.com

**Leah A. Reynolds**

Human Capital  
Deloitte Consulting LLP  
United States  
+1 313 396 3107  
leahreynolds@deloitte.com

**Graham Dodd**

Human Capital  
Deloitte Consulting LLP  
Canada  
+1 604 601 3461  
gdodd@deloitte.ca

**Kevin Zobel**

Human Capital  
Deloitte Consulting LLP  
United States  
+1 212 313 1551  
kzobel@deloitte.com

This publication contains general information only and is based on the experiences and research of Deloitte practitioners. Deloitte is not, by means of this publication, rendering business, financial, investment, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte, its affiliates, and related entities shall not be responsible for any loss sustained by any person who relies on this publication.

**About Deloitte**

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in 140 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's 150,000 professionals are committed to becoming the standard of excellence.

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu and its member firms. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

Member of Deloitte Touche Tohmatsu

Copyright © 2009 Deloitte Development LLC. All rights reserved.