

Meaning-Based Communication for Engagement

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1. The Problem

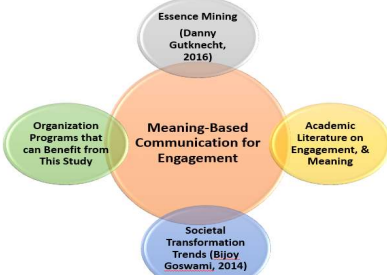
How to effectively communicate with Millennials in order to create and/or sustain their workplace engagement?

The Background –

1. Millennials express stronger desires to bring their holistic selves to the workplace;
2. The Stick-and-Carrot approach cannot create engagement, neither can pure financial incentives;
3. Engagement plays a foundational role in workplace activities that impact business results, such as productivity, innovation, collaboration, etc.;
4. Engagement can't happen with a top-down approach;
5. Three conditions for engagement are meaningfulness, safety, and availability (Kahn, 1990), with meaningfulness being the internal drive, the desire to engage.

2. Methods

This study is based on a review and synthesis of information from various sources. The proposal I make draws on information from mixed media (academic papers, books, newspaper articles, videos, webinars, and personal communications) and incorporates studies and findings from experienced practitioners, thought leaders, and academia.



Mixed Media References

William A. Kahn, 1990. *Psychological Conditions of Personal Engagement and Disengagement at Work*. The Academy of Management Journal, 33(4): 692-724.
 Danny Gutknecht, Susan Lahey, 2016. *Essence: Meaning at Work* (beta copy).
 Bijoy Goswami, 2014. *The Human Fugue Model*. www.humanfugue.com.
 Bryan A. Old, Zinta S. Byrne, and Michael F. Steger, 2013. *Purpose and Meaning in the Workplace*. American Psychological Association, Washington, DC, the U.S.
 Mike Swift, 2011. *At Google, groups are key to the company's culture*. The Mercury News. <http://www.mercurynews.com/2011/06/22/at-google-groups-are-key-to-the-companys-culture-2/>.
 Katie Levinson, Alex Rynne, Nora Davis, 2016. *How to Increase Your Content Reach and Engagement Through Employee Advocacy: Maximize Your Content Marketing Impact by Empowering Employees to Share*. LinkedIn webinar.

3. The Proposed Solution

Meaning-Based Communication to Engage Holistic Selves

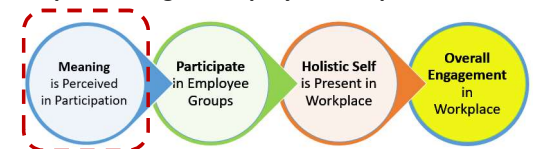


Acknowledgments

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4. Implications for Organizational Programs

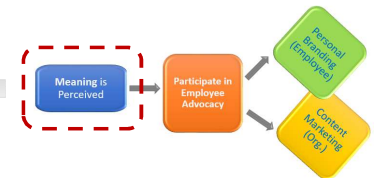
Example 1. Google's Employee Groups



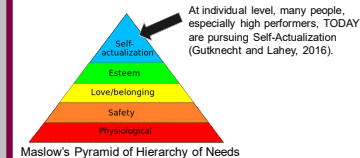
Example 2. Employee Advocacy

The Opportunity

Systematic Meaning-Based Communications is Currently Missing & Much Needed.



5. Zoom Back Out to the Big Picture ...

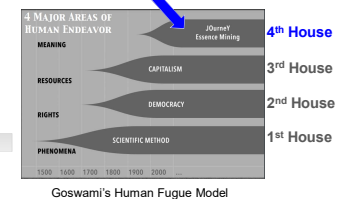


Maslow's Pyramid of Hierarchy of Needs

At societal level, four different 'Houses' have appeared and evolved over time. The U.S. is moving into the 4th House of Meaning (Goswami, 2014; Gutknecht and Lahey, 2016).

The Opportunity

Making meaning-based efforts to meet the needs of individual employees, and join in the ongoing U.S. societal transformation.



Goswami's Human Fugue Model